PRINTERS'

A JOURNAL FOR ADVERTISER 185 Madison Avenue, New York Cit

CLIV. No. 1

New York, January 1, 1931









WHAT ARE THEY... HOW DO YOU COOK THEM... HOW DO YOU EAT THEM...?

THE SUBJECT of these three questions is California Artichokes.

To Californians, native or adopted, it seems silly that such questions need ever be asked.

But in launching the newspaper campaign in New York City for the California Artichoke Growers' Cooperative Association, we knew these questions would be asked and had to be answered.

And they were answered, from outside leaf to succulent heart. By most graphic photographs we showed what artichokes were... how to cook them... and of even greater importance... how to eat them.

What happened? Well, "the people that dwelt in darkness saw a great light." There was a noticeable increase in the demand for this unusual vegetable, resulting in a 30% greater consumption this year in the New York market.

N. W. AYER & SON, INC.

Advertising Headquarters

WASHINGTON SQUARE, PHILADELPHIA . NEW YORK BOSTON CHICAGO SAN FRANCISCO DETROIT LONDON

SIZE

NE of our friendly competitors recently remarked to an ex-member of our staff—"Considering the outstanding work Federal is doing for its clients, we should think it would be the biggest agency of all."

We appreciate the compliment and sometimes we wonder why more good business doesn't come to us without undue solicitation.

Well, there are two good reasons:

- There are many agents who will go much farther to sell an account.
- We have never considered mere size our objective.

Our executives are recruited from the creative side—there's not a "spell-binder" salesman in the lot. They plan, advise and supervise—they do not "sell 'em and leave 'em".

The result is seen in the time our clients stay with us—an average of ten years—"fresh view-points" so freely and competitively offered not-withstanding.

And as to size—we want to be as big as we can; but, as Federal practices advertising, we believe that size is secondary to service—and that the long time we keep our business is more important than a long list of accounts.

FEDERAL ADVERTISING AGENCY, INC.

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sued weekly. Subscription, U. S. A., \$3 a year. Printers' Ink Publishing Co., Inc., blishers, 185 Madison Avenue, New York, N. Y. Entered as second-class matter ne. 29, 1893, at the post office at New York, N. Y., under the Act of March 3, 1879.

NEW YORK, JANUARY 1, 1931

How to Determine the 1931 Advertising Appropriation

This Year Will Bring a Major Test of One of Advertising's Basic Policies

By C. B. Larrabee

The last five years have seen a decided change in the attitude of advertisers toward the advertising appropriation. No longer are they wedded to the "percentage-of-sales" method. Today they look upon the appropriation as an investment made to complete a definite task. They demand more flexibility, more dollar value for every dollar spent. This article, outlining the modern method of approaching the appropriation problem, is based on information received from more than fifty leading national advertisers. It demonstrates that as business goes into 1931, America's advertisers are better equipped than ever before to meet the shifting demands of competitive marketing.

S business swings into 1931, advertising faces a problem which it has to face only once very decade. In fact, modern adertising has met it only once-ten The problem is: How ears ago. hall the advertising appropriation determined in a period of reovery after a major business deression?

The present deflation has already ver-staved its allotted time and nly the gloomiest pessimists are redicting for it a long-continued Therefore, it is as certain s anything in business can be cerain, that before long many unnistakable signs of business reovery will appear.

Whether actual sales increases in he majority of lines of business vill begin to show heartening freuency today, tomorrow or next nonth, whether there is a sudden ush of consumer buying in Januy or in March, or even in July, e fact remains that 1931 will lace upon the advertiser the

tion policy to a period of recovery. Recently I opened this subject with more than fifty of our leading advertisers. They were asked to

outline their own projected plans for 1931 and to discuss their suggested policies for advertisers generally.

Their replies indicated that a slow, but marked revolution had taken place since 1920 in the thinking of major business executives concerning the determination of the advertising appropriation. is a decided indication that the old "percentage-of-sales" method of fixing the appropriation is being discarded in favor of a more scientific and more efficient method.

After analyzing the various replies, I am convinced that many of the country's leading manufacturers are going into 1931 better equipped to adopt their advertising policies to shifting business conditions than ever before.

(Incidentally and parenthetically, more than half of the advertisers in question said that this year their

cessity of fitting his appropria-Table of Contents on page 126

NC.

appropriations will be as large as, or larger than their appropriations for 1930. Only four advertisers definitely indicated reduced appropriations and three of these four pointed out that their 1931 plans are not settled and that as soon as there are signs of recovery, they will increase their advertising.

Ten years ago, as business looked forward reluctantly to what was going to happen in 1921 the majority of advertisers were wedded to the "percentage-of-sales" method of fixing the appropriation. Through experience, they had set up a definite percentage figure, which varied from 1 to 10 per cent of net sales (in some cases gross sales were used) and this percentage figure was slavishly followed when appropriation figures were made.

A number of advertisers, it is true, had departed from the practice of basing their appropriations entirely on past sales and were combining past and expected sales in an effort to arrive at a satisfactory figure. This was the first step in breaking away from a policy which was never satisfactory, and, as such, was encouraging. However, the fact remains that in 1921 and 1922 many advertisers were seriously handicapped in getting the amount of business they should have procured by the use of a percentage based on past sales.

The Basic Measuring Stick

This year we find the situation changed definitely. PRINTERS' INK, along with a number of far-seeing advertisers, has long maintained that a percentage of sales should be only a controlling factor and should not be the basic yardstick in fixing the appropriation. It is, of course, folly for a manufacturer to set an appropriation which is so high that it will eat up too great a Therefore, proportion of profits. just as the amount of capital must be considered in the purchase of new machinery, so must the amount of capital be considered in the adjustment of the advertising appropriation. The basic measuring stick, however, should be, and I am confident, will be considered by the majority of successful advertisers to be, the job to be da The philosophy of what Pan ERS' INK has designated as Task method of fixing the appriation is well expressed by advertiser who writes:

"The advertising budget sho he large enough to meet the quirements placed upon it by sales and marketing program the company. Any job to be a done must meet its requirement If a company is going to advert its program and budget should commensurate with the size importance of that company, advertisability of its products, the sales and marketing progn of the company, predicated on marketing area, class of trade a the individual conditions surrous ing its marketing problems."

At this point it might be well say that, because of the confid tial nature of much of the ini mation submitted by the advisers questioned, they winformed that they would not quoted by name.

Another advertiser states philosophy of the Task meth succinctly when he says:

"Our method of arriving at advertising appropriation is to termine the advertising job who we feel should be done for year ahead and then set up to program. Naturally, the program to market opportunity and busin conditions."

Both of these advertisers a typical, in their thought, of philosophy which is being adopto by an increasing number of advitisers and, as it proves its successful be adopted by more and m advertisers in the future. Detending the appropriation first, a percentage of sales and the when the appropriation has be determined, deciding on the task the familiar method of putting the cart before the horse.

Under the correct Task meth the advertiser has the cart and horse in their proper positions. decides first what his task is a then sets his appropriation. If the appropriation then shows itself be too large a percentage of epected sales, or makes too series

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ALL TOGETHER!

The coach tells the crew "use your weight." It isn't enough to be heavy. What you do with your pounds is more important than how many you have of them. The size and international spread of an advertising agency is only the beginning of its desirability.

So closely meshed are the activities of our offices, each of them a complete agency, that an organization chart of their doings would spiderweb the United States and Europe.

Thus the Frankfort Office this month is consulting leading medical specialists for New York; while London is evolving a continental sales structure to be incorporated in the international policy of an American client. The Chicago Office is testing copy headlines in New York, and Chicago is having a national network radio program reported on from offices covering five zones that blanket the country.

All together!



McCANN-ERICKSON

INCORPORATED

ADVERTISING

NEW YORK • CHICAGO • CLEVELAND • SAN FRANCISCO • DENVER
SEATTLE • LOS ANGELES • TORONTO • MONTREAL
VANCOUVER • WINNIPEG • LONDON • PARIS • FRANKFORT o.M.

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a drain on a depleted budget, the advertiser must adjust his task to

Some years ago, the main objection to the Task method was that it tempted advertisers to make riotous expenditures. The opponents of this method said that naturally all advertisers wanted the moon and, if let go unrestrained, would shoot at it with all the dollars in their lockers. With the great development in statistical methods which has occurred during the last ten or fifteen years, this objection falls by the board. Today, most manufacturers have, at their finger-tips, correct data that make it possible for them to judge with a fair degree of accuracy their present and future marketing limitations. Working with such data these advertisers cannot possibly shoot at the moon.

It is safe to say, therefore, that the successful advertiser for 1931 will use the Task method or some variation of it in fixing his appropriation. Undoubtedly, there will be some advertisers, perhaps a large number, who will have reasonable success with the percentage-of-sales method, but after going over thoroughly the opinions of the advertisers whom I queried, I believe that their success will be due to a happy coincidence of Task and percentage-of-sales rather than to any basic soundness in the percentage of sales methods.

Will Turn Their Backs on the Past

The successful advertiser for 1931, unless he is one of that comparatively elite group of manufacturers who have shown in 1930 comfortable increases over their sales volume of 1929, will turn his back resolutely on the past and look toward the future.

Listen to the opinions of several representative advertisers:

"Our 1931 appropriations (this company manufactures a number of different products) are largely determined by the amount of potential business which can be influenced by a reasonable expenditure of advertising. This principle applies to depression periods, as well as periods of prosperity."

"Our 1931 appropriations will be

based, primarily, on our conception of what is needed to protect and support our products in view of prevailing business conditions."

"Our sales for 1930 show a decrease of approximately 45 per cent from the 1929 total figure. We are, however, not considering our 1930 sales as a basis for our 1931 advertising appropriations except as may be used to indicate the possible volume of business which we can expect in 1931.

"In determining our 1931 appropriation we have gone over each classification of our business carefully and the products in each field and have estimated the volume of business which we expect to secure in 1931. We have used this estimate as a basis for determining the amount of money we shall spend in advertising to promote the sale of our various products."

I might quote a dozen more similar opinions.

These all show unmistakably that many advertisers have learned the lesson of 1920 and 1921 and that they are determined not to go into 1931 with appropriations inadequate to the business possibilities of a period of recovery.

We now come to the question of percentage-of-expected sales as a controlling factor. One director of advertising says that his company believes that the absolute minimum figure must be determined by the question, "What advertising is required so as not to diminish sales effort?"

In the past, various compilations have been made of percentage figures in order to arrive at a definite figure which would seem to be the average for particular industries. As was to be expected, two of these compilations agreed in any particular and it has been the attitude of PRINTERS' INK that such compilations were dangerous in that, on the one hand, they handicapped the established advertiser by setting his figure too low and, on the other hand, they discouraged the smaller advertiser by setting a figure too high for his needs. When it is realized that in a single industry the figures may vary from less than 1 per cent to more than 10 per cent and that the

Thorough Trading Area Coverage Through One Newspaper

To Advertisers Seeking Economical Marketing

COVERAGE of more than four out of five Greater Milwaukee families.. coverage of 38% of all homes in the 50-mile trading area outside of Milwaukee.. advertising prestige, unparalleled reader confidence and responsiveness.. these are reasons why more than 400 national advertisers find it most profitable to use The Journal exclusively to sell this market.

Thorough selling is possible only by using The Journal, because 42% of all Greater Milwaukee families read no other newspaper.

With "one-paper" coverage of more than four out of five Greater Milwaukee families, few advertisers care to pay nearly 100% additional to reach the prospects not reached regularly by The Journal.

THE MILWAUKEE JOURNAL

Read by More than Four out of Five Milwaukee Families!

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advertiser who is appropriating more than 10 per cent may be following as sound and conservative a policy as the advertiser who is appropriating less than 1 per cent, the fallacy of attempting to set up any particular figure is apparent.

The successful advertiser of 1931

will, first of all, determine his task. Next, he will decide how much money will be required to accomplish the task. Then, he will determine the percentage relationship of this figure to the total vol-

ume of expected sales.

If he finds that the percentage figure is too high, he has two courses open. He can change his task or limit it and again compare its relation to expected sales volume, or he can determine the maximum possible percentage of sales volume which his company can afford to allot to advertising and then set his task to meet this percentage.

This last course may seem to be a reversion to old methods, but if the task idea is kept uppermost in the advertiser's mind, his seeming reversion to old methods is merely a recognition of the fact that for him, at least, business has been bad, necessary funds are not available and he must, for the moment, arrest the logical development of his

advertising plans.

This brings us quite naturally to the third phase of the modern idea of determining the advertising appropriation. That phase is best summed up in a single word, "flexibility."

The day of the inflexible appro-

priation is past.

It was not many years ago that the normal procedure was for the board of directors to meet and decide that a certain percentage of sales would be appropriated to advertising. The advertising department and the agency were then instructed that they must plan their campaign on this figure. They went ahead on that basis knowing that short of a revolution there was very little possibility of the figure being raised. The idea of allotting an appropriation by months, or by quarters was followed by a comparatively small

group of advertisers at that time. There has been a decided shift in

sentiment, however, during the last few years. A number of advertisers have realized that merchandising is much like a battle and that the general who wins the battle is the one who has the most flexible plan of campaign.

The ammunition is made up of advertising dollars. In certain phases of the battle it can be carried on successfully with a comparatively light expenditure of ammunition. Other phases will demand a heavy expenditure of ammunition. Listen to the opinions of certain advertisers:

"We are firm advocates of breaking up the anticipated budget into quarterly estimates and of reviewing these quarterly estimates before entering the period and making definite commitments."

"If an advertiser facing 1931 with very conservative expectations should find those expectations rather happily not justified and that business conditions proved to be better any time during the year than they seemed to be on January 1, what is to prevent him from increasing his appropriation at that time? Certainly a management's attitude toward advertising should be such as to permit a revision of advertising plans either upward or downward as business conditions throughout the year may justify."

"In our business we feel that it is best to set up a tentative appropriation. The amount may be increased or decreased according to development. The advertising can be directed into different territories where it is most needed."

"We are taking the total amount of money spent in 1930 for advertising as a basis for our 1931 budget. We shall adhere to this budget during the first quarter. Should business improve we are prepared to add to our budget the amount of money provided by the additional business secured over and above the amount of business for a similar period of 1930. Thus we hope to build up a surplus ahead of our commitments for ad-

(Continued on page 106)

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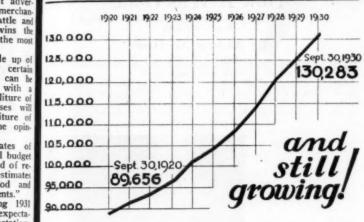
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ents." ig 1931 Circulation Growth of the Providence Journal-Bulletin in NEW ENGLAND'S SECOND LARGEST MARKET



The average daily net paid circulation of the Journal and Bulletin for the 135,496 month of November, 1930, was

a Gain of 6,281 over November, 1929

ATURE in years (Journal established 1829; Bulletin, 1863)—yet still growing like a boy! . . . Healthy growth, never forced by any sort of special rates, premiums or offers, but fed by a steady accession of readers who value their extraordinary coverage both of local news (representing the entire state) and of world affairs, their fair and independent treatment of public interests, their many excellent features for all members of the family circle -and their columns of advertising news, most of which is available in no other Providence medium.

The Providence Journal

Morning and Sunday

The Evening Bulletin

Representatives

R. J. BIDWELL CO. CHAS. H. EDDY CO. Boston New York Chicago Los Angeles San Francisco Seattle

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Pompeian's Phantom Fingers— How It Was Done

They Are Obviously Trick Photographs But the Method Is Not So Obvious

By Andrew M. Howe

"PHANTOM Fingers Banish Facial Fatigue"—this is the theme of a series of Pompeian facial cream advertisements. It is an interesting, "different" copy angle that tells an old story to women in a new way; "The sagged mus-

cles, the fagged expression, the tired lines of Facial Fatigue are banished by the invisible fingers of Pompeian Night Cream."

But the illustrations—how could these phantom fingers be portrayed? You know the answer if you have seen the current campaign for Pompeian. The illustrations are photographs of tired women and ghostly fingers in the act of banishing fatigue.

They are obviously "trick" photographs, but the method by which they are made is not so evident. This is how most of these illustrations are made:

A model is selected who can register fatigue and weariness in her face without appearing to be either asleep or

in pain (this in itself is no easy task). The model is posed in the desired position in a dark room. All daylight is eliminated. She poses against a black or deep red velvet curtain and a spotlight is then focused on her from an angle that brings out the desired lights and shadows on the face. The velvet background is suspended far enough in back of the model so that the light from the spotlight will not strike it. Any light on anything but the model herself would interfere. It is nec-

essary that the background be perfectly black.

The photographer studies his posed and lighted subject as it appears through the lens of his camera on the ground-glass. (You have seen photographers hide their



heads under a black cloth at the back of the camera. They see the subject on the ground-glass exactly as it will appear after it is taken, developed and printed, except that the subject is upside down and in reverse.) On the ground-glass the photographer next outlines the contour of the model with a piece of chalk. Then the first exposure is made and the model steps aside.

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Now the phantom hands must be inserted in the picture. Hands, selected for their beauty, are posed in front of the camera against the In Detroit



of the Financially
Able Homes Receive
The News Regularly

HERE IS PROOF: America's third largest department store recently conducted a survey on certain streets in Detroit's better class districts, finding that nearly every resident was a charge account customer. The News took the department store's list, checked the same streets in the same districts and found that 91% of the homes received The News regularly! This astonishing fact is certainly of utmost importance to the advertiser who wishes to concentrate his selling messages and use dominating space in one medium that, alone, offers adequate coverage where the dollars are! The Detroit News offers this unique opportunity in America's fourth market!

The Detroit News

New York Office THE HOME NEWSPAPER
I. A. KLEIN, Inc.

Chicago Office J. E. LUTZ

Member 100,000 Group of American Cities

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same dead background and lighted with a spotlight. Their position is studied on the ground-glass which still has on it the chalk-drawn outline of the first picture. The photographer is thus able to tell exactly where the hands will appear on the face in the final picture.

When the hands are found to be in the exact position wanted, the same negative used for the first exposure is inserted in the camera and another exposure made, this time of the hands. The whiteness of the hands is determined partly by the length of exposure and

partly by whitening them before taking the picture and by retouching the negative after it has been developed.

A few of the phantom hands pictures were made by another method. Instead of making a double exposure on one negative, two separate pictures were taken. These two negatives were then placed one against the other in the desired position and an enlargement was made from the combined negatives. This method is much simpler than the first but results are not quite so satisfactory.

What Groucho Says

He Thinks a Surplus May Be Dangerous

WHAT'S holding us back? Far as I can see it's nothing but our surplus: Good thing, surplus? So you say, but Gent. Treas. dams up every stream of promotion ideas. "Costs too much. Can't let our surplus shrink these dangerous days."

Some of us stockholders need our dividends. "Can't distribute any of our surplus till hard times are past," says Boss. So we're beefing about bum business and mostly marking time.

mostly marking time.

Gates says: "If the big business firms that have big surpluses would put half of it into circulation, business would boom."

"Yes, yes, but tut, tut!" is all the reply Gates can get. It was intimated to Gates that he's expected to get orders and not volunteer his opinions on finance. Gent. Treas. has got his thin upper lip bolted down on his voluptuous lower lip as if we'd lose our surplus if he opened his mouth, and there you are.

Money, money, everywhere, but the surplus huggers won't let it work. That money's just gotta go out into many hands and be spent on things that factories make and we help 'em advertise. Prosperity trains leave every hour on the hour and their coach seats and de luxe compartments are mostly empty. One feller shouts "over-production" and sees nothing but a wreck ahead cuz the people who are blamed fools enough to over-produce build up a surplus before the rest of us tumble to them and then they can ride through while the people who bought their stuff are on the bread line or being sobbed about as the jobless. We'll get tired of this and then we'll over-produce again and do it all over, according to these sob economists.

Another fellow says: "Too much surplus! Higher pay, less hours of work, more needs, more buying, put part of surplus into that, part of it into lower prices, and you'll still have surplus to keep on doing the same thing with."

Asked this chap what we gotta do to get there and he said, "Oh, just everybody get aboard, that's

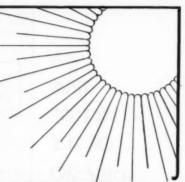
Well, mebbe I'm no business philosopher, but seems to me we learned years ago that hoarding gets us nowhere, but there was an old hide-it-in-a-stocking habit, which we sorta quit, personally. But the old habit stuck and we turned it over to our Gent. Treasurers and Finance Committees. These wise guys have learned to use the surplus for stock sales and credit and still keep it. Mebbe it doesn't do quite so much of the right kind of work when it's just "kept."

GROUCHO.

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Florida's Sunshine Beams on Full Promise for a—



HAPPY NEW YEAR

Not simply a possibility—a certainty. An unprecedented citrus crop brings vast returns; tens of thousands of "tourists" spend their average \$7.00 a day; carloads of vegetables and small fruits are in process of shipment—and Florida today is one assured quick market—ready to contribute a prosperous 1931 to those advertisers who make consistent market contact through "Florida's Foremost (7 mornings a week) Newspaper."

Market facts properly supplied for any advertiser who plans to reach this prospering area.

The Florida Times-Union

Represented Nationally by REYNOLDS-FITZGERALD, Inc.
New York . . . Chicago . . . Philadelphia . . . Los Angeles . . . San Francisco

Member of the 100,000 Group of American Cities

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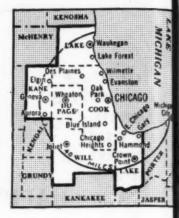
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A TRUE **PICTURE** OF THE CHICAGO MARKET



and its leading daily advertising media

The Chicago Daily News has compiled for the ce. of advertisers two handy summaries of important fa concerning the Chicago market and The Chica Copi Daily News:

The A. N. P. A. Market Survey - containing esse tial facts about the Chicago market, published the standard form recommended by the Bureau Advertising of the American Newspaper Publishe Association.

The A. A. A. Newspaper Data Form - prese ing information about The Chicago Daily News, editorial character and policies not covered by

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N. P. A. form, prepared in ordance with the specificans of the American Associan of Advertising Agencies.

These are statistical in nature, mprehensive and concise, file e with index tab, designed preservation and easy referor the ce.

Chica Copies have been mailed to any advertisers. If you have treceived yours, write at once your business stationery to he Chicago Daily News or y of its representatives and pies will be mailed to you thout charge.





Chicago's Home Newspaper

dvertising Representatives

CHICAGO Home Office Daily News Plaza Tel. Dearborn IIII

NEW YORK John B. Weedward, Inc. 110 E. 42d St. Tel. AShland 4-2770

SAN FRANCISCO C. Geo. Krogness 303 Crecker ist Nat'l Bank Bidg. Tel. Douglas 7892

DETROIT Joseph R. Scolaro 3-241 General Motors Bldg. Tel. Empire 7810

ATLANTA A. D. Grant 711-712 Glenn Bidg. Tel. Walnut 8802

MEMBER OF THE 100,000 GROUP OF AMERICAN CITIES



Advertisers should resolve that their dealers in Oklahoma and Jexas shall get the same help during 1931 that is given dealers in the other best farming states.

This can't be done with the usual advertising blanket. Oklahoma and Jevas have less coverage from the national farm papers than any other states in the major agricultural group.

It takes the Oklahoma Farmer Stockman to bring any southwesten coverage program up to adequacy.

THE TRIAS OKLAHOMA

OKLAHOMA PUBLISHING COMPANY
The Daily Oklahoman W.K.Y. Oklahoman

The Daily Oklahoman W.K.Y. Oklahoma City Times National Representative E.Katz Special Advertising Agency A Mi

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Make Retailers Ask Permission Before Returning Goods!

erve. Plus Persuasive Advertising, Can Lighten the Burden Now Made Heavier by Credit Conditions

By G. A. Nichols

A MONG the New Year resolu-tions born of this business terression has come a fierce deermination by manufacturers and obbers to go out and slay that old dragon whose name is Returned

Actually, he can't be killed; but t is possible to handicap, cripple

and discourage him.

And the job had better be started pretty soon. For Returned Goods, wing to credit conditions, looms as one of the major problems that must be licked before the house can be put in order for 1931 sell-

The credit manager of a large Middle Western manufacturing or-

ganization tells this one:

A downstate Illinois retailer had been running behind with his bills for several months. Last July, wanting to order his fall and holiday stock from the manufacturer in question, he went to the credit manager and asked him how about

Ordinarily he would have been turned down cold. But the house, in common with many others, was in sad need of business; and so, after exacting a promise of a substantial check on account by September 1 and another by November l, the manager passed the order and the goods were shipped.

The check that came through on September 1 was a rather sickly affair, although presumably the largest the dealer could send; the November payment was smaller yet. The house kept on writing the customer insisting that he pay more. And then, along about Thanksgiving time, it received from him a surprise shipment of merchandise.

returned merchandise. which assayed about 30 per cent of its previous value, was what remained of the dealer's purchase for fall, he having sold a portion of it.
"An isolated case?" the credit

manager sadly remarked in answer "I only wish it to a question. But we have had literally scores of such transactions forced upon us this fall.

"What are we going to do about it?" you ask. "What can we do? What would you do? What could anybody do? I know this much: the returned goods evil, always bad enough, is now worse than I ever saw it; it is desperately serious."

This manufacturer's experience, I was surprised to find, was duplicated or approached by that of many others; indeed the condition, created by too much credit laxity last summer when some houses were eager to sell under almost any condition, and later brought to a head by the inevitable demand to see the color of the dealer's money, is fairly general.

The result is, therefore, that for the last month (these words are being written on December 18) certain manufacturers and jobbers have been receiving merchandise from their customers instead of

sending it to them.

They are losing more than the profit on the sale; they are losing the cost of selling the goods, of long efforts to collect for them, of the C. O. D. freight and drayage charge when they were returned— to say nothing of the 50 per cent or more depreciation in value.

Now that dealers have formed the habit of taking this easy way out of their obligations, they are going to keep right on with it during the opening months of 1931, if they can.

It is impracticable, from the very nature of things, to have a hardand-fast rule to the effect that once a dealer has bought goods they are his to keep or to sell and that the manufacturer or jobber will not under any circumstances take them back. Goods are sometimes defective, or they are damaged in transit. Again, even in this time of unthinkably low inventories and poorly balanced retail stocks, the dealer may have over-bought in this or that, thus getting himself into a mess out of which his friend, the shipper, is more or less obligated to help him.

Goods are not sold, it must be remembered, until the retailer has disposed of them; and the man who sold the goods to the retailer must share in the responsibility for the retailer must share in the responsibility for

them until this is done.

But there is one inflexible rule that can and should be laid down in the present emergency and then kept as a permanent part of the shipper's policy.

This is that never, under any circumstances, must the dealer send back goods without first having secured permission from the

house.

"The matter then becomes a subject for negotiation," remarks D. H. Steele, vice-president of Wilson Bros.—a house which has enforced such a rule to an extent that has enabled it to keep down its returned goods loss to a figure that, in comparison with some other organizations, is fairly reasonable.

"When a dealer wants to send back something he has bought from us he must write us a letter stating his case. We are willing to discuss the matter with him and, if he has a reasonable foundation for his request, perhaps we may take the goods back. At any rate, the matter can be adjusted.

"Here, obviously, is a place for the exercise of some good salesmanship to keep the goods sold. It often develops that special help from our service department can be rendered in a way enabling the dealer to dispose of the goods he wants to return to us. Maybe he is not doing the right kind of retail advertising; possibly a special selling event of some kind is what he needs.

"The manufacturer's attitude to-

ward this pestiferous question mus necessarily be amicable and helpful Nevertheless, he must be firm Otherwise, he is sure to be inposed upon to an unbearable extent.

"Most retailers—especially if they are carefully chosen and properly sold in the beginning—an not unreasonable. But if it is necessary to get tough with an occasional recalcitrant customer then the only thing to do is to ge tough. We have to do this occasionally and to insist upon the customer discharging his obligation to us."

According to the views of Mr. Steele and other merchandisers to whom I have talked during the last two weeks, the rule just suggested is the only one that can be applied. It is valuable in that it lays down a definite basis upon which all controversies over returned goods must be thrashed out. If rigidly adhered to, it prevents the dealer from exercising his own sweet will in the matter.

With such a rule as a basic policy, the manufacturer is automatically protected against whim and impulse and premeditated or in-He has voluntary imposition. erected a safeguard against a vicious custom which, if allowed to work out in its logical course, would put the manufacturer almost in the position of sending his goods to the dealer on consignment. And then, if negotiations fail, and he finds he must take back the goods, maybe he can dispose of them, as a job lot, to some other nearby store; possibly he might order them sent to one of his intermediate distribution points. In either respect, he has reduced his loss. Again, amplifying on the idea expressed by Mr. Steele, a man may be sent to sell the goods. The G. I. Sellers & Sons Company has made a notable success of this type of co-operation.

With the brakes on promiscuous and emotional returning of goods thus tightly set, the manufacturer can look to his operating plan and his advertising to bring about a continuous lessening of the evil.

If he will examine his working

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estion must and helpful cheme a bit, he will probably find be firm that the faults and defects of his to be im an organization have a great deal a do with creating various situations which give the dealer an opening to send back the goods. By no means can all the blame be noning—an an all the blame be roperly attached to the retailer. For one thing there is often with a laulty selling at the source. There customer is unwise extension of credit; dealers are permitted to buy beyond this ochipate in the solid property as has been so largely done this so boligs ear. There is the over-loading of the customer that is done by overthe customer that is done by overrealous and immature—sometimes tricky-salesmen. Because of the manufacturer's

or jobber's own depleted inventory, there is substitution, causing the dealer to be sent goods he does not want; there is back ordering, entailing a vexatious delay which lessens or sometimes destroys the salability of the goods in the store. There are mistakes in the stockroom; the salesman in writing up the order puts down the wrong stock numbers, or perhaps the order-filler reads them wrongly. There is defective packing which causes the goods to be damaged. There is delayed shipment because of too much or not enough system in operating.

All these faults in selling and operating are prolific breeders of returned goods abuses; they give the dealer an opening for which he is always looking. That they can be corrected or minimized to a large extent, even though the work has to be done by human beings, is obvious. It is in order to suggest, therefore, that every manufacturer or jobber who is deviled by the returned goods evil-and who isn't?-might well take inventory of his selling and operating methods this year, as well as counting and valuing his merchandise.

Having in effect the basic rule that no goods shall be returned without permission, and having remedied the weaknesses in selling and operation which can be found to a greater or lesser extent in any establishment, the next step is to use advertising for the purpose of discussing returned goods openly and frankly with the dealer.

One large jobbing firm has a carefully written booklet in which the question of returned goods is economically and intelligently discussed, and uses business-paper advertising to gain inquiries for it. The dealer is told, in so many words, that abuses of this privilege must inevitably cause higher prices -something which, from his own experience, he knows to be true. If a house has a clean bill of health, therefore, in its operating and selling plan covering the points listed above (the house in question, unfortunately, cannot present such a bill) a sympathetic attitude is sure to be created by a presentation of the kind.

The subject can also be discussed in business-paper advertising; and it would make the advertising much more productive than some of the direct-selling presentations that are

now to be seen.

The person in charge of the returned goods department should be one of the keenest and best salesmen around the place, instead of being a mere clerical hired man as he too often is. His is a vital selling job. The letters he writes, the methods he employs to help his customers sell the goods they want return, the adjustments he makes-these are easily more vital than much of the selling that is done at the time the goods are stocked. He is the person who keeps the goods sold.

Mac Martin Agency Affiliates with Erwin, Wasey

With Erwin, Wasey
The Mac Martin Advertising Agency,
Inc., Minneapolis, has become affiliated
with Erwin, Wasey & Company, Inc.,
and a new corporation has been organized, to be known as Erwin, Wasey &
Company of Minnesota.

Mac Martin, who organized the
agency bearing his name twenty-six
years ago and has headed it ever since,
is president and treasurer of the new
corporation.

is president and treasurer of the new corporation.

Arthur H. Kudner, president and treasurer of Erwin, Wasey & Company, New York and Chicago, is vice-president, as is Owen B. Winters, vice-president, as is Owen B. Winters, vice-president of Erwin, Wasey at New York. Chester Foust, vice-president of Erwin, Wasey at Chicago, is secretary of the new company. Clarence Comaughy, Joseph MacGaberan and E. C. Norden, all of the former Mac Martin agency, are members of the board of directors. The new corporation will occupy the offices of the Mac Martin agency, in the Security Building, Minneapolis.

Jan. 1

Dorrance, Kenyon & Company to Acquire Kenyon Agency

The Kenyon Company, Inc., Boston advertising agency, established in 1925, basen acquired by a new corporation known as Dorrance, Kenyon & Company.

known as Dorrance, Kenyon & Company, Inc., which will operate as the New England division of Dorrance, Sullivan & Company, Inc., of New York.

The new corporation has acquired by purchase the business, good-will and equipment of The Kenyon Company, Inc., and will continue the business as a Boston unit without staff changes, at

a Boston unit without stair changes, at 260 Tremont Street. Alden H. Kenyon, president of The Kenyon Company, Inc., becomes president of the new corporation and Sturges of the new corporation and Sturges Dorrance, president of Dorrance, Sullivan & Company, Inc., of New York. becomes chairman of the board and treasurer. Other officers of Dorrance, Kenyon & Company, Inc., will be made up of present officials of the Kenyon and Dorrance, Sullivan agencies as follows: Ira N. Jelalian, vice-president; W. Arthur Cole, vice-president; H. M. Overstreet, secretary, and Lester H. Gibson, assistant treasurer.

All space buying will be handled at the New York offices.

R. E. Berlin, General Manager, Hearst Magazines

E. Berlin has been appointed Mageral manager of the International erai manager of the International Mag-azine Company, Inc., New York, ac-cording to an announcement received from Ray Long, president. Mr. Berlin succeeds T. J. White, who was recently appointed general manager of the Hearst Newspapers. Mr. White continues as vice-president of the International Mag-azine Company.

azine Company.

Mr. Berlin joined the staff of the
Hearst magazines as an advertising salesman on Motor Boating in 1918. He has man on Accordance to the organization in various ex-ecutive capacities, most recently as gen-eral manager of advertising sales.

Dorland International Incorporates

Dorland International, advertising agency, with headquarters at New York, has incorporated under the laws of Delaware and will be known hereafter as Dorland International, Inc. Howard S. Hadden is president and treasurer and Thomas M. Quinn, vice-president and sec-retary. Directors are: James H. Hayes, Addison F. Vars, W. W. Nottingham, Mr. Hadden and Mr. Quinn.

Hammond Clock Account to Glen Buck Agency

The Hammond Clock Company, Chicago, has placed its advertising account with The Glen Buck Company, advertising agency of that city. A largely augmented program of magazine advertising will be used during 1931. The company's volume of business in 1930, it is reported, was practically four times that of 1020 of 1929.

Incorporate Power Show Exhibitors Committee

A permanent corporate body under the title of the Exhibitors Committee of Industrial and Power Shows, Inc., ha dustrial and Fower Shows, Inc., he been established, following a recent meeting at New York of the Exhibitor Committee of the Power Shows and 20 manufacturer exhibitors at New York.

manufacturer exhibitors at New York.
Carl Stripe, publicity manager of the
Combustion Engineering Corporation and
chairman of the committee, untilled the
development of the committee and the
aims and purposes which brought it into
being, stressing the fact that the committee does not operate for profit and
that its personnel serves without comnemation.

Another speaker at the meeting was Robert M. Gates, vice-president of the Superheater Company and a member of the original committee. Mr. Gates traced the early development of the Exhibitor Committee and its establishment as a fact-finding body designed to collect data upon which to base intelligent deductions about power show problems.

Washington Hotels to Advertise

Western Hotels, Inc., a newly formed chain of hotels in Western Washington, has made plans for a national advertising nas made pians for a national saveriment campaign, which will start soom. The chain includes hotels in Seattle, Belling-ham, Olympia, Mt. Vernon, Everett, Aber-deen, Centralia, Walla Walla and Wena-chee, as well as Boise, Idaho, Harry 6. Penman-Advertising, Seattle, has been appointed to direct the campaign.

Appoints Freeze-Vogel-Crawford

The Hansen Storage Company, Mi-waukee, has appointed Freeze-Vogel Crawford, Inc., advertising agency of that city, to direct its advertising ac-count. Business papers and direct mail will be used.

With "Trunks & Leather Goods"

W. E. Savadge, formerly with C. E. Knoeppel & Company, Inc., industrial engineering, has been appointed Midwestern representative of the Perry L. Smith Publishing Corporation, New York, publisher of Trunks & Leather Goods.

New Accounts to Glicksman

Town Clad, Inc., young men's clothes, and Terhune, Yercance & Wolff, Inc., woolen mills, both of New York, have appointed the Glicksman Advertising Company, Inc., of that city, to direct their advertising accounts.

Joins Patterson & Sullivan

Milt Miller has become associated with Patterson & Sullivan, San Francisco, commercial artists and advertising typographers.

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NOW READY /

The News 1931 Route List of Indianapolis **Grocery and Drug Stores**

Salesmen find this route list indispensable in effectively covering Indianapolis. It contains a classified list of all retail Grocery and Drug outlets, together with Grocery and Drug jobbers, arranged in routes. Department and Chain store buyers are also included. Copies may be secured without cost by present and prospective advertisers, from the Merchandising and National Advertising Department of The News.



The The Indianapolis Radius

DON BRIDGE, Advertising Director

New York: DAN A. CARROLL 110 East 42nd St.

Chicago: J. E. LUTZ Lake Michigan Bldg.



Concentrate all your effort where it will do the most good in 1931"

NEW YORK COURNAL

A copy of this poster, in full color mounted on cardboard (size 14% x 19-inches) will be sent with the compliments of the New York Evening Journal to any firm that writes for it upon their business letterhead.

M. I. 1031

HIS historic illustration by James Montgomery Flagg was originally used as a cover for Leslie's Weekly back in 1916. It was so forceful and compelling a composition that the Government used it as a recruiting poster during the war.

The Evening Journal believes that the time has arrived to use it again . . . to emphasize to every individual who sees it this significant message of 1931.

New York Evening Journal

MAIN OFFICE: 9 EAST 40th ST., NEW YORK CITY

REPRESENTED NATIONALLY BY THE RODNEY E. BOONE ORGANIZATION NEW YORK, International Magazine Building . . . ROCHESTER, Temple Building CHICAGO, Heart Bidg. . . PHILADELPHIA, Fidelity Philadelphia Trast Bidg. DETROIT, General Motors Building BOSTON, 5 Winthrop Square PACIFIC COAST REPRESENTATIVE, H. H. Conger, 5 Third St., San Francisco

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1930 checks out. Looms large in our minds now but perspective will change that and the lessons learned will help us all to a greater future. The "winners" will clear the decks for a new race and The Detroit Times wishes them God-speed.

"THE TREND IS TO THE TIMES"

Represented Nationally by the RODNEY E. BOONE ORGANIZATION

How Petro Trains Salesmen for Its Dealers

The Complete Details of a Well-Developed Training Course for Retail Salespeople

By Oliver P. Harris

Director of Schools, Petroleum Heat & Power Company

MANUFACTURING com-A pany goes through three periods in its evolution from an idea in the minds of its backers and organizers to a successful, highly complex merchandising organization.

The first is the period devoted to the development and production of The second is the the product. period devoted to the acquisition of retail outlets blanketing all marketing areas in which the product can be sold. The third is the period devoted to increasing factory volume by making the distributor and dealer organization more efficient.

About two years ago, the Petroleum Heat & Power Company found itself in the third period. The product-an oil burner for domestic and industrial uses-and its manufacture had been thoroughly developed. All major mar-keting areas had been covered by means of a distributor and dealer organization. In order to increase its volume of business the company had no alternative but to increase the selling efficiency of its retail agents, individually and col-

lectively.

Fortunately, the factory had operated its own retail branch at Stamford, Conn., for the purpose of testing and developing marketing methods for its product. Whatever progress had been made in selling burners in Stamford had been passed on to dealers and distributors elsewhere, but the inabil-ity of the average retail agent to absorb information of this kind led to the establishment of the com-pany's first principle for increasing the efficiency of the dealer organization, namely: better merchandising methods can be taught best only by means of personal contact. Developing this line of thought led to the creation of a sales training

school at the factory for dealers and their men.

In order to secure maximum attendance at such a school, however, it was necessary to make the course as short and practical as possible. Dealers cannot leave their businesses for any great length of time, and they will not leave them at all unless they are very certain that they can return from the fac-tory with a wealth of ideas applicable to their activities.

Therefore, a week's course was designed, covering all the phases of retail selling necessary to an understanding of fundamental principles. All the material provided in the course was gathered and is still being gathered through practical field experience acquired over a period of years coinciding with the growth of oil heating in this country. The information is kept up to date through daily contact with retail selling in the factory branch at Stamford.

Getting Dealers to Attend

With a practical, short course available, the company next had to face the problem of actually getting dealers and their salesmen to attend. This did not turn out to

be difficult.

We print notices regularly about the school in our house magazine, "The Petropolis Times." We also send out special letters, usually to selected organizations, emphasizing some of the high points of the forthcoming session. In many instances we also send telegrams or make telephone calls to organiza-tions that we believe would be benefited by school attendance. Sometimes we hold very brief sessions at the office of a dealer or a distributor who has not shown any enthusiasm for the school.

These are the only promotional

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activities we have made, but during the time that the school has run more than 500 men have been trained. Incidentally, in a national sales contest the winning dealer and distributor organizations were those that stood highest in school attendance, which proves that the course is accomplishing the purpose for which it was planned.

Classes vary in size from twenty-five to forty-five men, depending upon the amount of promotional work that has been done for a particular session. The first duty required of each member is memorizing a standard sales presentation. The presentation considers types of sales talks, structure of sales talks, methods of approach, openings for each one of the major oil heating appeals, answers to possible questions, exclusive points of Petro equipment, methods of closing, types of interviews, and proper answers to all possible objections.

After the standard presentation is learned, members of the class are required to go through actual sales presentations. Students are then instructed in the proper use of testimonial letters and in the factory's direct-mail literature. Each direct-mail piece is explained fully as to time of mailing, appeal and proper follow-up.

Special Lectures on Merchandising

One hour each day is devoted to special lectures by members of the factory's national merchandising department or by experts brought These special in from outside. lectures cover the following subjects: industrial oil equipment selling, fuel oils with relation to their supplies, physical characteristics of Petro equipment, future outlook, simple technical matters relating to installation and service, advertising as related to selling, general theories of merchandising, market analyses, sales control records, and the facilities a retail organization should have to succeed.

In addition, the class is taken on a trip through the factory in order to learn all processes in the manufacture of burners and is sent out to witness actual installations being made in homes by the Stamford factory branch. In the company's engineering laboratory, also, burners are constantly being operated in all types of heating plants. Here students are introduced to principles of oil combustion, furnace design, etc.

A considerable number of charts are used during the course to portray sales principles in general and talking points of oil heating in particular. Charts showing the relation of interviews to sales and other statistics are commonly employed.

The program outlined above generally covers the five days rather thoroughly. This depends, of course, upon the caliber of men attending. There are distinct variations in this respect. If the attendance is of a high caliber, we find that we can progress more rapidly than at other times. However, if the class is so intelligent that the prescribed material is covered in less than five days, there is always plenty of other sales information ready to be given out.

In addition to the regular sessions conducted at the factory, the work of the school is extended to more remote territories by sending the three instructors on frequent trips. Classes have been conducted in practically every important distributing point of the organization. The attendance at these traveling schools includes the local retail salesmen of the distributor, as well as those of many of the dealer organizations working under the distributor. In this way, many men who, for numerous reasons, would find it impossible to take a trip to Stamford, are given the benefit of instruction.

Naturally, in view of the limitation of available facilities, these traveling schools cannot be expected to be as effective as those held at the factory, but the growing demand of distributor organizations throughout the country for special sessions of this character indicates that they have proved to be of considerable value.

In order to secure a still wider distribution of school instruction, there has recently been added what might be termed a correspondence school. As rapidly as physical

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How Good Are You at Miracles?

If you can split hairs with a table knife you can prove that metropolitan newspaper circulations differ in any important respect other than size. To accept without question any claim of "better" circulation by any newspaper is comparable to accepting the exhibition of a split hair and a table knife as proof that the knife has split the hair, without seeing the miracle performed. You wouldn't do the latter; are you doing the former?

The notion that four-hundred-odd thousand readers of one newspaper present a different social and economic average than five-hundred-odd thousand readers of another newspaper in the same community may fit in nicely with personal opinions of the two papers—but it won't fit facts. Having the facts in the case of Chicago's evening newspaper field, we know whereof we speak.

And what facts we have! No other newspaper anywhere is quite so well equipped to prove that the buying power of its average reader is equal to that of any contemporary's average reader and of its community's average citizen. With this proof, the Chicago Evening American can demonstrate to any open mind that its circulation leadership in its field definitely gives it priority in any evening newspaper schedule in Chicago.

In the name of good business all advertisers and advertising agents owe themselves a call by the Boone Man with "The Buying Power of Chicago" under his arm.

AMERICAN

a good newspaper now in its TENTH
YEAR of circulation leadership in
Chicago's evening field

National Representatives: RODNEY E. BOONE ORGANIZATION

limitations permit, the work of the school is being put into written form, and every subject of school instruction is being sent out to the entire distributor and dealer organization. This extension of the work permits of far greater elaboration of each subject, because the limit of time found feasible for resident instruction is removed.

This written training course has been entitled, "The Dealer Manual of Procedure," and the outline so far covers the following subjects: (1) The Standard Sales Presentation, which is now in active use throughout the entire country; (2) Oil Burner Sales Management; (3) The Building of a Retail Sales Organization; (4) Fuel Oil Merchandising; (5) Advertising and Its Relation to Oil Burner Selling, and (6) A Non-Technical Description of the Construction and Operation of Oil Burners in General and Our Own Equipment in Particular.

These are the only subjects now definitely in the process of preparation, but it is the purpose of the factory to reduce every known merchandising activity to writing in order to secure the unification of methods of operation throughout the dealer and distributor organiza-

It might be asked, Why should the factory go to all this expense in training salesmen for dealers and distributors? We conducted a survey of all merchandising organizations in the country not so long ago, and found that 86 per cent of the companies did nothing to train sales personnel, that 12 per cent did something, and that only 2 per cent could be said to have any definite policies on the subject. This would indicate that few factories are doing what Petro has set out to accomplish, and might tend to disprove the value of our efforts.

However, we believe that after a factory has developed a product to a point where it is dependable and reliable, has discovered the most efficient processes for making it, and has secured complete potential coverage of its market by means of distributors and dealers, then a most effective way of increasing

sales is by making the merchandising organization more efficient.

Dealers and distributors lack facilities and finances to do this work for themselves. The factory, on the other hand, has all the necessary facilities and can hire experts to do the planning and actual work of training. The factory, also, can gather information from all parts of the country, whereas the dealer or distributor is limited to one small territory.

All of these points, plus the fact that our sales training school has been successful and has increased our sales during the last year, convince us that companies who do not undertake to increase the efficiency of their merchandising organizations are not exploiting their products to the fullest possible extent.

C. M. McLennan with "Florida Grower"

C. M. McLennan, formerly managing editor of the Florida Farm and Grove Section and, at one time, with the Malean Publishing Company, Ltd., Toronto, has been appointed advertising manager of the Florida Grower, Tampa, Fla.

Niagara Falls Hotel Group Plans Campaign

The Niagara Falls Hotel Association has appointed the Finley H. Greene Advertising Agency, Buffalo, N. Y., to direct its advertising account. An advertising campaign is planned, using newspapers, to attract the 1931 tourist trade.

Hosiery Account to Martin-Pilling-Shaw

Henry Brown & Sons Company, Philadelphia, women's hosiery, has placed its advertising account with Martin-Pilling-Shaw, Inc., advertising agency of that city.

M. D. Bromberg to Represent "Bohemia"

Bohemia, Havana, Cuba, weekly illustrated magazine, has appointed M. D. Bromberg, publishers' representative, New York, as its advertising representative in the United States and Canada.

Sylvania Hotel Appoints Hancock Payne

The Sylvania Hotel, Philadelphia, has placed its advertising account with the Hancock Payne Advertising Organization, of that city. Rotogravure advertising will be used.

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T W H EASIEST A E Y

There are many vexatious things about the average business man's daily life. Buying printing, for instance, can be (and often is) an irritating task. On the other hand, it may be (and often is) a duty which involves but a slight wear and tear on the nervous system.

If your ideas are quickly grasped, and your instructions carefully followed; if the finished work is promptly delivered and competently done; if you are fairly treated as to price; then you may consider that you are buying at the minimum cost in money, time and nervous energy.

The easiest way to achieve this desirable end is to place your printing business with a concern that tries to give you a superlatively good service, and makes good with quite surprising regularity.

The latch-string is out; the phone is working; the postman is always on the job.

CHARLES FRANCIS PRESS

461 EIGHTH AVENUE " NEW YORK

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WKY

Oklahoma City

was the Decided Choice LOCAL **Advertisers** ın 1930

In 1930, WKY carried 93% local commercial programs eman from the four Oklahoma City stations. These programs were s sored by an unusually wide va of local firms including all de ment stores. The latter will not continue their broadcast advert in 1931, but each has increase 1930 schedule.

WKY's local commercial progret Christin 1930 accounted for 33½% or wait revenue-producing time on the schant while the balance, 66%%, was the by national spot and N.B. C. add any in tisers. The roster for 1930 listed lation local and 97 national advertisers When your schedule calls for use of broadcast advertising in Oklahoma City trade area, Stall WKY offers you the advantages strategically located station with iming almost unanimous local adverti 10,0 preference, an audience with \$9,300, WKY listening habit, the satisfact within of knowing your message is in ORTIE best of company—and, if desir the services of a complete merch dising department.



THE DKL

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I progret Christmas buying season, just past, banged 3/3% or waiting cash registers of Oklahoma City on the schants to a peak above the same period last of the schants to a peak above the same period last of the schants to a peak above the same period last of the schants to a peak above the same period last of the schants of the schan

merch hose who exerted sales effort in the Oklahoma Lity market in 1930 were amply rewarded. A sight New Year is ahead of those who continue rinitiate sales effort during 1931 in this peren-

ON he most efficient and economical advertising rediums through which to promote sales in this ng again market are the Oklahoman and Times.

THE DAILY OK LAHOMAN PKLAHOMA CITY TIMES

KLAHOMA FARMER - STOCKMAN

Intional Representative EKNIZ Special Advertising Agency

ITSELF a century old, The Detroit Free Press has lived to record the inception, the development and the conclusion of all the major and minor recessions in business during the last one hundred years.

9

HAVING experienced and chronicled all the vicissitudes of economic life during ten decades, The Free Press feels at this time that it has some warranted right at least in venturing a prediction (call it prophecy if you will).

P

BASED on the experience of a hundred years, this newspaper here wishes to predict that WE ARE ABOUT TO ENTER A PERIOD OF PROSPERITY AND WELL-BEING FOR THE CITIZENS OF THE UNITED STATES THE LIKE OF WHICH HAS NEVER HERETOFORE BEEN EXPERIENCED.

O not mistake us. We anticipate no millenium. The upward climb will be slower than our recent downswing. But a contemplation of our material resources as a nation—a consideration of our vigorous daring as individuals—our willingness to seize and quickly utilize the developments of research and science. brings us soberly to the point of understanding that even an optimistic prophecy is conservative. Who shall dare place limits to our material ambitions?

The Petroit Free Press

VERREE & National

CONKLIN, INC.
Representatives

New York

Chicago

Detroit

San Francisco

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Here's to 1931-

Imbued with the Holiday Spirit, Old Aesop Glim Becomes a Columnist for a Day

By Aesop Glim

HERE'S to 1931—a year of years. Much more than another new year. It's 1931—and needs no other designation.

This is the year when bed-rock is visible. All inflation has been wiped away. You can see amell and taste bed-rock—and then build on it. And if you build soundly you are well set for five or ten years to come.

This is the year to get true perspective on your business—to see and understand it as it really is. An opportunity akin to seeing your new flame in a bathing suit.

This is the year to clean house to clean it of applesauce and red tape; to abolish obsolete forms and practices.

This is the year to tell Smith exactly what you think of him; to tell him to stop being a politician; to stop being one yourself.

This is the year to be naivenot sophisticated, but naive. Wideeyed with wonder. To ask basic questions and get true answers. Question your wares, your packaging, your production methods and equipment, your distribution and sales methods, your advertising media and methods. Keep questioning each thing until you get the same answer three times running. write down each answer and cherish it against boom times-when artificial factors will enter to confuse your thinking.

This is a great year for the older boys to stop guessing and open their minds to facts—to make their decisions on the basis of facts rather than pride, prejudice, preferences or traditions.

This is a great year for the younger boys to dig out and supply

facts—on which the older boys can make their decisions. The facts you have overlooked are still there—waiting to be discovered. So was America—but look at the reputation Columbus built.

In 1931 a lot of Experienced Ad-Crafters (ultra-sophisticates) will go back to work. Some will sell apples. Others will build themselves wholly new reputations—but as acrobats rather than as magicians.

In 1931 there will be less Institutional Copy than usual—and very little which is profitable.

In 1931 more advertising will be addressed to the prospective buyer—and less to the competitor or sales staff.

In 1931 those random critics who know all about advertising will have less to say. Which will be a blessing to those who are actually responsible for the preparation of the advertising.

In 1931 an increasing number of business men will come to know that Splendid Isolation is impossible. Business will expand by selling abroad. And, in turn, by buying abroad. Your customer must be solvent.

For every member of the Unemployed there are a goodly number of the Employed—able to buy.

Ask—and you may do business. Ask often enough and you're bound to.

In years to come, the successful business men may well be designated as "Class of '31." They will be those who charged off all previous happenings to Business Education—and thereby won their real Diplomas.

Will Jobbers Help Pay for Missionary Orders?

NEWARK, N. J.

Editor of PRINTERS' INK:

In the December 25 issue of PRINTERS' INK you answer a question regarding the amount of co-operation a manufacturer may expect from jobbers and retailers in introducing a new product ("Manufacturer Must Pay for His Own Missionaries," page 72). Vou state that the manufacturer can expect little or no help from the jobber and that the latter positively will not give up part of his commissions no matter how much work the manufacturer's own salesmen may do in the jobber's terri-

tory or how many orders they obtain for the jobber.

But what about the missionary work done by a manufacturer after consumer acceptance has been obtained and the success of the article is assured? Is it customary for the manufacturer to continue to pay all the costs or are jobbers sometimes willing to take a smaller discount on those orders that the manufacturer's salesmen obtain from retailers?

PAUL T. ANDREWS.

REGARDLESS of how old or well known a line or an item may be, a certain amount of missionary work on the part of the manufacturer is usually necessary. This is so because of the everpresent necessity for specialty selling-something which the manufacturer, except in isolated instances, has just about given up trying to get the jobber to do. cialty selling and missionary selling, once a place is made for a product, mean substantially the same thing. When the process gets along this far, there may be some show of reason for the manufacturer to expect the jobber to accept a smaller discount on orders taken by missionary men.

But even here the custom is for the manufacturer to bear the cost. This, of course, means an additional profit for the jobber which he probably would not get otherwise; but it also means more business for the producer, although on a smaller profit margin. The arrangement is not altogether what it should be; it is one of the inequitable factors in the relationship of the producer and the distributor which should be corrected. It seems to us that right on this point can be worked out a satisfactory solution to the specially selling problem which has long been badgering those manufacturers who need and want the jobber's distribution facilities, but who also feel the effects of having their good only one feature—and perhaps a minor feature—of the work done by the jobber's salesmen who have

to sell many lines at each call.

Specialty selling is the obvious answer. If the jobber cannot or will not do this—and the cause of his failure so to function is just about equally divided between can't and won't—the only thing that remains is for the manufacturer to do it himself regardless of the fact that he thereby is handing to the jobber additional profits on a silver platter. If he balks at this arrangement, he is only cutting off his own nose to spite his face.

But the jobber, we believe, can be induced to pay a part of this specialty selling effort if he is properly approached. The usual method of negotiation, which seldom if ever works, is for the manufacturer to propose to charge back to the jobber a certain commission on orders that may be turned over to him. Here the jobber balks; he is not going to split his commissions even with the man from whose goods he gains them.

A diplomatic way out of this difficulty is for the manufacturer to have two sets of commissions and administer them in an open and aboveboard manner without the slightest attempt at secrecy or underhanded practice. Suppose, for example, a manufacturer allows his jobbers a commission of 40 and 10. The company could make this commission apply only to goods actually sold by the jobber. And then on the orders taken by its missionary or specialty men and turned over to the jobber for filling there could be another commission entirely separate and distinct from the first—a straight 40 per cent, perhaps.

The difference between this system and that of arbitrarily charging back to the jobber a certain proportion of the regular commisn

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I'm Not Exactly Boasting

EVEN if I swore on a big stack of Gideon Bibles that I've spent the past year in a determined effort to snag all the business available, you'd call me a big fibber and pass on to more truthful statements. No, gentlemen, I must admit that all of us have been a bit slack on the premise that it wasn't much use anyway. As to the immediate future, neither statistics nor ouija boards will tell with any degree of certainty. But there's one thing sure as heck. A certain amount of business is to be had. Them as goes after it will get it. Them as sojourns in the crying room will awake with the race long over. Sort of a hare and tortoise proposition. I'm not telling you anything you don't know and you know it. But you may not know that The Examiner is still going to more people and more homes than any other morning and Sunday paper. And you may not know that these same homes will produce the majority of business in 1931. Therein lies your salvation as far as Los Angeles is concerned, and if you can't sell goods through The Examiner in this fourth market, you might just as well fold up.

LOS ANGELES EXAMINER
PUT YOUR MESSAGE BEFORE THE MODERNS

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sion allowed him is largely a matter of bookkeeping; it is six of one and a half dozen of the other. But its psychological effect is enormous. The jobber is not giving anything back. He has two cleanly

cut commission rates upon which he can gain a profit in proportion to the work done by his own salesmen and that done by the manufacturer's salesmen.—[Ed. PRINTERS' INK.

Angles on Space Buying

The Space Buyer's Job Is Largely One of Fact-Gathering

By B. F. Abeling

Space Buyer, Williams & Cunnyngham, Inc.



FOR one thing, I am sure the space buyer's job can never be reduced to a definite number of yardsticks. Yardsticks are all right as indicators, I suppose, but the space buyer's job is one of those continuous, fluid things which it is pretty hard to put your finger on. Unlike the old mathematical axiom, the sum of its parts never seems to come very near representing the entire job.

I don't think it has always been so. Back a few years, the buyer of space was much more of an autocrat than now. He was the one person who did know something (whatever there was to know) about the various media of advertising. But extensive publication advertising and personal solicitation have changed all that. Now it is quite likely that several men in any given agency, as well

as the advertiser himself, will know almost as much about the standard media as the space buyer himself. This is a much healthier situation. Nevertheless, it leaves the space buyer no longer the absolute autocrat of space data. Today he might better be called the comptroller of space information.

In my estimation, under present conditions his job is to a large extent one of fact-gathering. A function as important as any other is to see that all data about any useful medium are in his files and available on a moment's notice. In conference with account men, it is his job, in my opinion, to be able to find out and not necessarily to know offhand the salient facts about any medium or class of media. To maintain a live and standardized file of media information is one of the most important parts of the space buying job.

Let me add quickly, however, that it is equally imperative, it seems to me, for the space buyer to be constantly and effectively aware that he is the advertiser's representative; the advertiser's money and the space buyer's brains, working together, are expected to buy the best that is obtainable, and this goes for rates as well as actual space.

Diligent attention to rate schedules, with the advertiser's interests always in mind, is one of the best ways for any space buyer to put in his time. This business of rate protection, and by that I don't mean rate brow-beating, is now certainly one of the most significant angles of space buying. on which coportion vn salese manu-Print-

8. I, 1931

Time Vitally Influences Depth



The building of reader-responsiveness requires many years of sound journalism. But once attained, it gives a strengthening depth to circulation.

The Examiner, embarking upon its second half century, offers exceptional depth—and reaches thousands more families of high buying-potential than any other newspaper in this territory. A recent market study proves this!

Length we have in greatest number of papers sold, breadth in widest area covered. AND, additionally, depth—perhaps the most valuable dimension of the three.

Hence, unbroken circulation and advertising leadership for 35 years!

San Francisco EXAMINER

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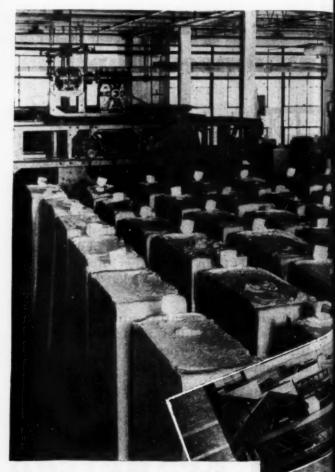
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NEW BALTIMORE SO



THE



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Detroit: Jos. R. Scolaro

San Francisco: O. Geo, Krogness

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Jan. I, I

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ANT IN PRODUCTION

NOTHER essential industry is added to the more than 2,000 manufactories of Baltimore . . .

The new Baltimore plant of the Procter & Gamble Company steps into production, adding further emphasis to the diversification of industries in and around Baltimore.

Here is pictured a room full of Ivory Soap "frames". Each frame weighs approximately 1,000 pounds and contains about 2,000 cakes of soap—sufficient to last 40 families a year.

It is because of the essential nature of so many of Baltimore's industries that the city is enjoying above-average business activity. And to reach Baltimoreans most advertisers know that The Sunpapers are essential.

HE SUNPAPERS

in November

ily (M & E) 299,301



AUSTIN, MINNESOTA has its parking problems, too



—like all these NORTHWEST towns it doubles in size on shopping days

A S THE county seat and the principal trading center, 11,418 farm people go to Austin on shopping days to buy their supplies. Consequently, the city more than doubles in size and the parking situation is what is provincially known as "awfully bad."



But from your standpoint, the situation in these Northwest towns is "awfully good." There are more homes along country highways than in all towns and cities—it's the biggest residential district. Merchants get sixty-five per cent or more of their business from them and they are served from a single wholesale district. Perhaps the most important thing about this primary market, however, is that it is advertisingly accessible through a single medium. THE FARMER has the largest circulation (now 279,000) of any publication of any kind in the territory.



Saint Paul, Minnesota New York—Wallace C. Richardson, Inc., 250 Park Avenue Chicago—Standard Farm Papers, Inc., Daily News Building

Member Standard



Farm Paper Unit

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The Effects of Advertising During Depressions

Do Increased Sales Follow Increased Advertising When General Business Is Dull?

By Roland S. Vaile

Professor of Marketing, University of Minnesota

VARIOUS writers have pointed Vout that major fluctuations in advertising have paralleled, roughly, fluctuations in business conditions. Apparently fluctuations in total advertising have occurred slightly in advance of similar movements in general business This suggests either conditions. of two circumstances:

1. Advertising appropriations are consciously apportioned to anticipated business conditions, or

2. Changes in advertising tensity result in correspond corresponding changes in general business.

If the former alternative alone is true the value of advertising as a forecaster of business conditions is uncertain. At best, it would then reflect a guess, or combined estimate, on the part of advertisers; at worst, it would represent a gambling "bluff." If the second of these two alter-

natives is true, it should be demonstrable. Several years of attempt to reach conclusive evidence on this point have yielded some results, although they are not yet wholly conclusive.

A basis for test is found in the fact that the policies of individual, competing firms have been in striking contrast with each other in many specific cases. Some firms appear to have reduced their advertising consistently in times of depression and increased it in times of general prosperity, while others have done exactly the reverse. Two questions concerning the effects of these different policies have been studied:

1. What is the effect of each policy upon sales and profits?

2. Is the effect the same with all types of commodities?

Results of comparisons were first published in the Harvard Business Review for April, 1927. This article dealt with the period following the terrific break in business in 1920. It was found that increased advertising during depression generally resulted in an increase of sales relative to the sales of competitors who did not make such increases, while reduction of advertising resulted in a greater falling off of sales than occurred with firms which had never done consumer advertising. Thus it is evident that the advertising policy of these firms had a direct influence on the severity of depression, insofar as the volume of business of the individual company was concerned. No attempt was made in that study to measure the effect on profits.

For purposes of comparison the total group of firms, some 250 in number, was divided into seven classes, according to the commodities produced, as follows: Personal items, clothing, house furnishings, automobile equipment, automobiles, groceries, and building materials. The effect of the different advertising policies upon sales was found to be much more pronounced with some commodities than It was particularly large others. in the cases of personal items and clothing, fairly large with automobile equipment and house furnishing, small with automobiles and groceries, and almost negligible with building materials. These results have recently been commented upon and quoted somewhat more at length in these columns.

These measurements, it will be observed, have to do with the

¹See W. A. Berridge, "Purchasing Power of the Consumer," and W. L. Crum, "Advertising Fluctuations."

R. S. Vaile, "Use of Advertising

PR. S. Valle, "Use of Advertising During Depression."
Roy Dickinson, "Weathering the Depression," PRINTERS' INK, Nov. 6, 1930.

Jan. I,

business of individual concerns doing advertising, rather than with the general state of business. The results are not to be interpreted to show that any one concern's advertising policy can influence the severity of depression, although it may throw part of the effect from the advertiser to his non-advertis-

ing competitor.

The severe depression of 1930 suggested a further study of these relationships. Consequently a group of thirty firms was selected in each of two lines—namely, clothing and groceries—for more recent comparison. These two lines were taken because, in the earlier study, clothing sales showed marked response to advertising policy, while grocery sales showed very little.

Data are not yet available for analysis of the 1930 situation, but since the previous study there have been two minor depressions; one in the winter of 1923-1924, and the second in 1927. The data which follow relate to these two periods. Tables 1 and 2 give the facts pertinent to the present inquiry. It has been possible in this study to add a comparison of net profits to the previous study of sales.

In 1923 the average sales per firm were approximately the same for the increased-advertising and the decreased-advertising groups, both in the clothing and the gro-

Increased-advertising group
Decreased-advertising group

Increased-advertising group
Decreased-advertising group

Increased-advertising group 100

Decreased-advertising group 100

Relative net profits

cery lines. Similarly, the percentage of sales devoted to advertising in 1923 was substantially equal for the group averages, regardless of subsequent advertising policy.

From the data in the tables the following suggestions may be

1. In the case of clothing firms, the increase of advertising during depressions was accompanied by sales larger, relative to previous sales, than those of firms which lessened their advertising—by 10 per cent in 1924 and by 6 per cent in 1927. With grocery firms, in contrast, there was no appreciable difference in the volume of sales correlated with different advertising policies, either in 1924 or in 1927.

2. In 1924 the fall in net profits experienced by the two groups of clothing manufacturers was identical. Throughout the entire period from 1923 through 1927, however, the firms which increased their advertising during the depression years showed a markedly better profit record than did those which decreased their advertising in those years. With grocery firms, again in contrast, the firms which increased their advertising during depression did so at the expense of relative net profits.

These findings regarding sales

	CLOTHING				
Data for firms which increased the to firms which decreased advertising	ir advertisin	g in 1924	and in	1927, in	contrast
	1923	1924	1925	1926	1927
Relative advertising expense					
Increased-advertising group	100	152	132	122	127
Decreased-advertising group	100	77	85	103	70
Relative sales					
Increased-advertising group	100	105	99	99 98	102
Decreased-advertising group	100	95	97	98	96
Relative net profits					
Increased-advertising group	100	67	93	84 63	92 74
Decreased-advertising group	100	67	67	63	74
	TABLE 2 GROCERIES				
Data for firms which increased their to firms which decreased advertising		g in 1924	and in	1927, in	contrast
	1923	1924	1925	1926	1927
Deletine advertising expense					

100

170

101

102

102

110

210

98

115

101

136

220

124

90

145

98

240

97

124

83

TABLE 1

GAINS

Almost anybody is willing to expend a little extra effort for a lot of extra cash these days. If you want to keep your sales chart from sagging to the bottom, you've simply got to try to sell every family within reach. And that includes the million families who read the Sunday New York American.

Probably you are reaching some of them now. But not most of them. For 69.3% of these Sunday American readers buy no other Sunday newspaper. They are absolutely unduplicated.

This is important when 'you consider that these people spend \$2,000,000,000 every year. That's a conservative figure. Computate with like conservativeness how much of that loose cash a campaign in the Sunday American could get you. It'll be much more than you'll want to pass up.

SUNDAY
NEW YORK AMERICAN
a Million Tumilies of Million Spenders

NATIONALLY REPRESENTED BY PAUL BLOCK & ASSOCIATES

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1927 240 97

Jan. I, I

are in agreement with those of the earlier study. With clothing-and probably with "deferable purchase" goods in general-intensive selling will increase sales even during depression. Even if it does not increase total sales for the commodity group, it will shift patronage toward the advertised brands.

With the more immediately necessary goods, as illustrated by grocery products, on the other hand, intensive selling during depression seems neither to increase total consumption, nor to turn an appreciable amount of patronage from one brand to another. The main positive influence upon eating habits when purchasing power is low appears to be price and not manufacturers' advertising. seems to be true for "convenience" goods in general.

The influence of advertising policy upon net profits is equally interesting. The opportunity to hold or to increase net profits by intensive selling, including vigorous advertising, at a time of general depression appears to be much better with clothing than with This statement can groceries, probably be generalized to suggest that the opportunities for competitive gain from advertising when business is dull are better for the "deferable purchase" or "shopping" goods than for "immediate" or "convenience" goods.

These findings of differences between lines of commodities are in close agreement with the findings . of other investigations. Studies of consumer dependence on brands have shown consistently more familiarity with, and insistence upon, specific brands of clothes and similar goods than for the majority of grocery and kindred products.

The problems of advertising policy in relation to the business cycle are, of course, to be solved by each concern individually. Some of the important factors to be taken into account are:

1. The danger of permanent loss of business to competitors.

2. The proportion of fixed to total costs, which will determine the influence of changes in volume upon total unit costs.

3. The ingenuity of the management in discovery of effective selling appeals, for it is not to be expected that all advertising will have the same effect even for the same type of commodity.

4. The probability that consumers are receptive to suggestion concerning a specific commodity.

The present study is concerned only with the fourth of these factors. From this standpoint alone it would appear wise when business is dull to strengthen selling effort with "deferable purchase" goods, and to hold an even keel with "convenience goods."

G. V. Sheridan Gives Critic's View of Chain Store Series

NATIONAL RETAIL DRY GOODS
ASSOCIATION

COLUMBUS, OHIO

Editor of PRINTERS' INK: The Zimmerman chain store articles The Zimmerman chain store articles are by far the best I have ever seen. I marvel at the man's ability to condense his facts and cover a very complicated situation. I have been reading them critically and am very much impressed by the job.

GEORGE V. SHERIDAN, Tas Information Committee.

Elected Westinghouse Commercial Vice-President

Claxton E. Allen, formerly manager of the Southwestern district of the West-inghouse Electric & Mfg. Company, has been elected commercial vice-president of been elected commercial vice-president of that company. In his new position, Mr. Allen will be engaged in co-ordinating the merchandising activities in connec-tion with Westinghouse products, and will work under W. S. Rugg, vice-pres-ident in charge of sales.

Appointed by Hercules Powder

Peter W. Meyeringh, until recently manager of the N. V. Hercules Powder Company, Rotterdam, Holland, has been placed in charge of the newly created foreign relations department of the Hercules Powder Company, Wilmington, Del. This department has been created for the purpose of co-ordinating sales and developing new business in foreign countries. Mr. Meyeringh will make his headquarters at Wilmington.

John Tebben with Ken-Rad

John Tebben, for the last several years with the Atwater Kent Manufacturing Company, Philadelphia, has joined The Ken-Rad Corporation, Inc., Owensboro, Ky., where he will direct sales promotional activities. He was formerly with The Aeolian Company, New York.

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A New Year's Resolution

Recommended To Advertisers Who Want To Reach Cleveland's Consumers

The Association of National Advertisers wrote this New Year's resolution that space buyers looking for greater advertising returns should adopt.

The Knight Study of Cleveland shows that The News reaches a greater percentage of potential purchasers at the time when buying decisions are made than any other Cleveland newspaper.

What you want for your advertising dollars are results. And it's buying power not reading power—that produces them.

THE CLEVELAND NEWS

Geo. A. McDevitt Co., National Representatives

WOTTA Y



CHICAGO'S Picture Newspaper, 16 months old, greets the new year with a smile.

We guaranteed 80,000 circulation to start. At no time during the 16 months has our circulation been below 127,000 monthly average. In the month just passed it reached a new high of more than 170,000!

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Jan. 1, 1931

AYEAR! YAR, INDEED!

AS circulation gained, the number of advertisers increased steadily. Today we have, in local alone, 375 advertisers. And we are cheered by the fact that we wouldn't have them if the cash hadn't kept tinkling into their cash drawers.

Increased circulation, increased advertising—1930 may have been hard boiled, but it sure was nice to us!

DALLY ILLUSTED TIMES CHICAGO'S PICTURE NEWSPAPER

National Representatives: The Sawyer-Ferguson Co.

Palmolive Building, Chicago

295 Madison Ave., New York

Seattle Courageously Forging Ahead!

in the United States to take up the campaign this year, exceeded its quota by more than twenty thouinspiration by Community Fund leaders throughout sand dollars. Seattle's victory has been used as an Seattle's Community Fund . . . the first major city

Seattle's Chamber of Commerce within the month has arranged to spend an added One-Hundred Thousand dollars over last year's budget for advertising Seattle nationally.

Seattle is the least affected by the business reaction of any metropolis in America, according to the best Seattle stands third among American cities the last three months in building permits in dollar volume. authenticated reports. Seattle is young, energetic; its hopeful, courageous people march steadily onward. The Newspaper that leads in this triumphant

The SEATTLE POST-INTELLIGENCER

Half a Million vital facts on the Seattle Market are at your service through these Post-Intelligencer representatives

285 Madison Ave. W. W. CHEW New York City

3-129 Gen'l. Motors Bldg. A. R. BARTLETT J. D. GALBRAITH 612 Hearst Bldg.

SLAYTON P. LADUE 625 Hearst Bldg. San Francisco

CoNcis have to significant to signif

Stabilizing Employment

A Real Opportunity for a New Type of Advertising Thought in Connection with the Big Subject of the Day

By Roy Dickinson

CONCENTRATION of the executive mind on unemployment is having many important effects. In the first place, the generalizations and noise are giving way to specific efforts being made by individuals in their own communities to accomplish something definite.

In every city and town, business men, responding to pleas of unemployment boards, are gradually coming to the conclusion that they can best benefit their communities by working on stabilization programs in their own plants. Frank P. Walsh has recently accused many New York employers of laying off hundreds of workers while donating comparatively modest sums to unemployment relief funds with a fanfare of publicity.

The man who let out 500 workers, and then rushed to form a committee of professional uplifters for charity work, is gradually being supplanted in public regard by the man who believes that, if each executive will study his own problem, more real progress will be made. As each individual employer begins to study stabilization in his own plant, he comes inevitably to a closer study of output and market possibilities.

The dramatic pleas of unemployment committees are, therefore, making managers look more to their own peaks and valleys. They are considering more carefully the addition of items for off-season production, making every effort to search out new markets and uncover new uses.

It isn't only the big plant or the giant industry that is now working to iron out its peaks and valleys. The small plant in the medium-sized town, whose management executives are on unemployment boards, are making a closer study of their own problems than ever before.

It would certainly be a remark-

able country if every employer were capable of providing a steady job year in and year out for the men under him. There would be need for no committees then, nor would so many bank clerks and production men be selling apples. Every employer cannot do what S. C. Johnson & Son, Procter & Gamble and others have done in giving steady employment to all their workers all the year round, but a host of new ones are setting up this ideal as a goal and are beginning to shoot at it.

The talk about balanced production, the rationing of output over a twelve-month period, the new quotas and the new research being pushed forward so eagerly by a multitude of manufacturers, offer the best sort of indication of what 1931 is going to be like.

Every manufacturer whose attention is called dramatically to the evils of unemployment from what he sees in his own community, knows very well that if he could operate on a more even keel, he himself would get as much benefit as the man from whom the specter of unemployment would be removed.

A Job for Our Industrial Leaders

The skinny fingers of that gaunt specter of unemployment must be pried from the throat of our economic life, and industrial leaders must do the job. It is a fact that practically every one of the outstanding cases cited by Colonel Woods' committee, and the scores of local committees, are advertisers. They are keeping men employed by the aid of their advertising.

True it is that many of them are makers of staple commodities, but without advertising the maker of garden tools would not be able to add a snow sled for his off-season period, nor the packer of dates add grapefruit to turn intermittent employment into a steady

Jan. 1

job. In a firm like S. C. Johnson & Son, of Racine, Wis., Herbert S. Johnson, Jr., president, puts consistent advertising throughout the year to develop sales every month in the year as point one in his unemployment insurance plan. His second point is continuous merchandising, including special sales plans during usually depressed months.

It is almost impossible, in fact, for a manufacturer to adopt any twelve months' rationing plan for his output without a careful consideration of more intensive marketing plans, a more careful search to discover profitable outlets and markets in which balanced production can be made to mean more than a cheerful slogan.

The advertising manufacturer is the one who can lead the country out of at least a part of its unemployment curse. He has proved his ability to do this in the past and he is going to continue to show the way in the months just ahead of us.

An Opportunity for the Whole Business of Advertising

The nation-wide concentration upon the problem of better stabilization in industry offers a life-long opportunity to the whole business of advertising. It opens up a field of prospects greater than in any previous period.

Advertising agencies discovering through their present intensive research work how closely their problem is tied up to stabilized production, publishers who are offering guaranteed purchasing power through more careful circulation studies, producers of all sorts of media, sales and production engineers all now have a chance to show how closely they can study the basic problems of unemployment and offer logical, sound, and in some cases extremely dramatic solutions.

What better approach to the non-advertiser at the present time than the suggestion that a well thought-out merchandising and advertising campaign for an off-season product would enable him to keep more men employed more regularly during the year? What

better opportunity for advertising men in every community to work with unemployment committees and show them that the problem to a large extent is a basic one of better management?

Social costs of compulsory idleness both cyclical and seasonal must be, and are now being weighed in terms of direct loss of production of men and plants, the terrific cost of unemployment relief, the total demoralization caused by continuous inability to find work.

It is cyclical, compulsory idleness which is causing all the drives, apple sales, and some applesauce also in the form of foolish generalizations and a spirit of defeatism. But as the best study on the whole subject points out "the constant process of attrition from seasonal and intermittent employment is even more dangerous to society and to industry than the quick, dramatic wastes from cyclical depressions; it may in fact be a most important cause of the latter."

A careful study of seasonal and intermittent unemployment fluctuations published in 1918 and covering the period from 1902 to 1917 contained the following somewhat startling commentary: "The number of unemployed in cities of the United States has fluctuated between 1,000,000 and 6,000,000. The average number of unemployed has been 2,500,000 workers or nearly 10 per cent of the active supply."

There is a good idea of what seasonal and intermittent unemployment has meant long before the days of the "new era" and the sad drop of the skyrocket stick which followed it.

It is always during cyclical unemployment that management begins to study seasonal and intermittent employment inside its own four walls. After the last great cycle in 1921 the Economic Advisory Committee made public the example of some fifteen companies (the list later rose to twenty-seven) that had successfully worked out plans, during that depression, to reduce seasonal employment. Twenty-five in this list were well-known users of advertis-

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247 Park Avenue, New York City Palmolive Building, Chicago Guarantee Trust Building, Philadelphia

Facts About PITTSBURGH

An exhaustive survey of circulation apportionment in the wealthy Pittsburgh Market has just been completed. A letter to the Paul Block offices will bring you detailed information.

THE SUN-TELEGRAPH

Nationally Represented by PAUL BLOCK & ASSOCIATES

> General Motors Building, Detroit Little Building, Boston Russ Building, San Francisco

ing, the other two were advertisers in a small way.

Two things worth thinking about.

1. The only way, after all the hullabaloo dies down, that a manufacturer can permanently aid in cutting down total unemployment is to study the seasonal and intermittent employment in his own plant, and if every industrialist would study this problem intensively more good would be accomplished than will ever result from drives.

2. The only way that the individual industrialist can do a real job to stabilize employment in his own plant is by research, and the use of advertising to turn the results of his research into more even demand and production.

It stands to reason that there is a real opportunity in this situation for advertising to serve a number of great industries that have never tied it up closely in their mental processes with stabilizing employment; the slogan of the day.

To interest this great number of prospects among industrialists requires a type of advertising thought which is entirely different from the name-publicity, mass-production, clever-copy, snappy-illustration angle on advertising still held as being the all in all by some people. Signs are not lacking that this constructive type of thought is on the rise, especially in the advertising agency field.

It has already resulted in the growth of importance within the agency of the research department and the research type of mind.

A new type of thought is badly needed in all management. It is being demanded by stockholders, and the general public. A new type of advertising mind to meet and complement the new type of management is also on the way . . . here already in an increasing number of

Bob Smart Shoes to Croot

The Bob Smart Shoe Company, Mil-waukee, has appointed the Samuel C. Croot Company, Inc., New York advertising agency, to direct its advertising account.

H. D. Cunningham Buys

Partners' Interests in Agency H. D. Cunningham, president and treasurer of The Green, Fulton, Cunningham Company, Chicago, has purchased the interests in that company of James D. Fulton, vice-president and secretary, and Heber H. Smith, vicepresident.

Mr. Fulton, who has been engaged in advertising work at Chicago for many years, is retiring from the agency business. He has been with Green, Fulton, Cunningham since 1915, having previously been Western manager of the American

Magarine.
Mr. Smith has joined Blackett-Sample-Hummert, Inc., Chicago advertising agency, as a vice-president.

J. C. Dayton Leaves Hearst Newspapers

James C. Dayton, for the last two years advertising counsellor and director of the general advertising department of the Hearst Newspapers, has resigned. He continues to conduct his own office, at 522 Fifth Avenue, New York, as advertising counsellor. After January 1, he will devote all his time to this enterprise.

January 1, se will devote all also this enterprise.

Mr. Dayton was publisher of the New York Evening Journal for fifteen years and, in all, has been associated with the Hearst Organization for thirty years. He started his own business as advertising counsellor three years ago.

Transferred by New York "Daily News"

Charles Donahue, for the last three years manager of the merchandising department of the New York Daily News. has been transferred to the Chicago office where he will become merchandising counsel of the advertising sales staff. A. D. Van Allen, formerly a member of the national advertising staff of the New York Daily News, succeeds Mr. Donahue at New York as manager of the merchandising department.

I. Miller & Sons Appoint Fertig

I. Miller & Sons, Inc., Long Island City, N. Y., shoes, has appointed The Lawrence Fertig Company, Inc., New York advertising agency, to direct its advertising account.

advertising account.

Alec Moss, formerly with the Columbia Pictures Corporation, New York, has been made advertising manager of the Miller company.

G. L. Miller, Vice-President, Lay Agency

George Lafin Miller, effective January 1, becomes vice-president of the Lay Company, Inc., New York advertising agency. He was formerly with the Newell-Emmett Company and the J. Walter Thompson Company, More recently Mr. Miller has been with W. L. Brann, Inc. R The

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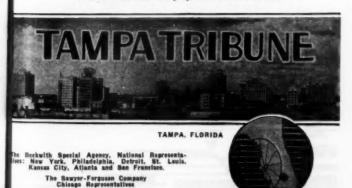
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Tampa's Retail Trade Area

The Audit Bureau of Circulations gives Tampa a retail trade area radius of 60 miles. This area embraces the most thickly populated and the most productive part of Florida. In it are 98 cities and towns . . . more than are found in any retail trade area in the state. Many of the principal cities . . . Clearwater, St. Petersburg, Lakeland, Sarasota and others . . . centers that are nationally known . . . are virtually Suburban to Tampa, the most distant being little more than an hour's drive by automobile. Tampa is the hub . . . the center of trade in Florida's most productive area.

1930 Federal Census

Tampa and Suburbs 119,000 Jobbing Trade Area . . . 750,000* *More than half the population of Florida.



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Advertising Rates in Phoenix, Arizona Are Reduced 12% and 21%

The daily advertising rate of the Arizona Republic, and of the Phoenix Gazette, for some time has been, per line

				Flat Rate	Certain
Arizona Republic				11c	11c
Phoenix Gazette	•	•	•	6c	8c
Total cost per line				17c	19c
Effective January 1	, 19	31,	the		
line rate is -	•	•	•	15c	1 <u>5c</u>
And the saving, pe	r lin	e, is		2c	4c



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The last A.B.C. reports presented a circulation of

Arizona Republic				33,368
Phoenix Gazette	-	-	•	14,164
Total daily				47,539

So one of the fastest growing markets in America offers a complete coverage at a substantial reduction in cost.

The Phoenix Republic and Gazette gives advertisers more real circulation than all of the other newspapers of the state combined.

PHOENIX REPUBLIC AND GAZETTE

PHOENIX, ARIZONA

Represented, effective January 1, 1931 by WILLIAMS, LAWRENCE & CRESMER CO.

New York City Chicago Los Angeles San Francisco Seattle 285 Medison Avenue 360 N. Michigen Avenue 433 So. Spring Street 206 Chronicle Bidg. 1405 Northern Life Tower

"Dealer Helps" That Retailers Are Glad to Use

The First of a Series Appearing in the First Issue of Each Month



striking display for \$1.50. A soft glow of light from within the sculptured, golden dome illuminates the featured shoes.

> The National Biscuit Company's Dutch windmill is 24 inches high, is nicely colored and has wind-blades which revolve. It is used as the motif for window dis-plays which feature Holland Rusk.



The hurdle jumper is by Wilson Brothers. Material, non-breakable composition. Length of track, 28 inches; width of track, Il inches; over-all height, 27 inches. Price to dealer, \$5. Over 600 sold in short time.

ers

Not a refrigerator—a demonstration board, mounted on casters and rolled in front of a refrigerator by retail salespeople. Has an easel back, is of knockdown construction. The candle, cup and other items attached to it are all part of a standard sales talk used in selling General Electric refrigerators. Sold F.O.B. Cleveland for \$20.



A popular radio feature—Graybar's Mr. and Mrs.—is tied up in retail windows with this display. It comes in three pieces. The two figures are about 13 inches high. Vi and Joe are in light blue, the centre piece dark blue with white lettering, and the base yellow with blue lettering.



Biscuit
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How Concentration Developed a Profit-Making Line

The Truline Line Was Cut from 200 Items to Eight and Profits Were Increased

Based on an Interview by Charles G. Muller with

Cason J. Callaway

President, Callaway Mills

BECAUSE the Callaway Mills in 1929 put into operation a concentration program which was able in 1930 to bring steadily increasing business, the story of

Truline cotton breeches for men is peculiarly pertinent to the problems of a large number of manufacturers who to-day are planning ways and means of reducing their lines to proportions that will bring profits during 1931.

during 1931.

The Truline situation was caused by conditions which most manufacturers will readily appreciate. According to Cason J. Callaway, president, the situation was this:

"In 1926 we had begun manufacturing a rather complete line of men's cotton trousers and breeches, for which we were able to create a national demand in an extremely short time.

"It was only a few months before that dealers everywhere were insisting that Truline add linen, wool and worsted garments to the cotton lines, thus giving the merchant one source of

supply for all odd numbers of this type. We had met these demands as they came up and actually had set a remarkable record in establishing nation-wide distribution and production in a two-year period. But, as many other manufacturers have found to their sorrow, overhead costs were entirely out of proportion to sales volume and profits. "Early in 1929, therefore, we be-

gan a complete survey of the business, quickly uncovering certain facts which had been lost sight of in handling the mass of work coincident with the organization's



Ideal bunting garments ... these Truline duck bunters' breeches

Mare of your customer will som be leaking for practical, constraints, long-receipt leverine for leating, there there there there will be lever the leating. There are the customer to be lever to the customer the "land with the customer the "land the customer the "land the customer the "land the customer that and the latter is deadly the letters of water-prosed material wherever were in land, that some, provide, included, and that some provide, included and the land the land that the latter than the latter

Trailine garments owns in the mastern a stabilised line of much cotton breaches. They not every man of work, comp and sport wass. With all Trailine resources applied to these also styles of breaches, the netwest result is a line unusual in quality.

price and subshifty.

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TRULINE Breeches

TRULINE, INCORPORATED . Birlilos Collower Mills . LAGRANGE, GRORGIA

garments to the cotton The New Truline Breeches Were Advertised to the lines, thus giving the Trade in Business-Paper Space

large and rapid expansion. Some of these were:

"(1) That many thousands of garments were being sold at a loss because minor changes in style had made them obsolete; (2) that owing to more than 200 styles in the line, with a complete size range in each, a huge inventory was necessary; (3) that at that time—and in spite of an inventory of a quar-

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Washington (D. C.) is on a Sound Financial Footing

The 38 Banks—national, savings and trust companies—have a combined capital of \$21,227,870.00; and resources of \$325,988,000.00; with \$265,706,200.00 on deposit.

There are 24 Building Associations, with funds amounting to \$72,000,000.00.

[These figures are compiled by the] Washington Loan and Trust Co.]

Washingtonians spend as well as save, and they have the money with which to buy what they want—luxuries as well as commodities.

You reach this prosperous community completely and influentially with THE STAR—Evening and Sunday. Only ONE newspaper is necessary. THE STAR goes INTO THE HOMES AND IS READ.

The Evening Star.

With Sunday Morning Edition

WASHINGTON, D. C.

New York Office: Dan A. Carroll 110 E. 42nd Street Member The 100,000 Group of American Cities Chicago Office: J. E. Lutz Lake Michigan Bldg.



out of 10 advertisers used The Oregonian in November!

Advertisers think a lot of the 107,000 Oregonian readers. They show this by the way they bought space during November.

TOTAL NUMBER IN ALL NEWSPAPERS		National Display Advertisers 356	Total Display Advertisers 853
NUMBER USING EACH PAPER			
Number Using Oregonian	361	244	605
Number Using Journal	297	184	481
Number Using Telegram	160	82	242
Number Using News	150	94	244
EXCLUSIVE ONE PAPER ADVERTISERS			
Number Using Oregonian Only	117	115	232
Number Using Journal Only	51	62	113
Number Using Telegram Only	27	12	39
Number Using News Only	22	8	30
LARGEST SPACE IN ONE PAPER			
Number Using Largest Space in Oregonian	234	168	402
Number Using Largest Space in Journal	111	97	208
Number Using Largest Space in Telegram	45	23	68
Number Using Largest Space in News	44	20	64

Even while business is a little harder to get, The Oregonian audience is returning profit to the advertiser who brings his message before them through their favorite newspaper.

PORTLAND, OREGON

The Preferred Newspaper of the Pacific Northwest

Represented Nationally by

WILLIAMS, LAWRENCE & CRESMER

New York Chicago San Francisco Los Angeles Jan. 1,

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ter of a million garments—it was almost impossible for us to ship any reasonable order complete from stock; (4) that moreover, to insure prompt service a continual stock of not less than a million and a half pairs of trousers would be necessary, and (5) that the unsatisfactory service resulting from the line's great size was causing much friction and many cancellations and returned orders."

Having found these conditions to be causing top-heavy overhead and attendant merchandising problems, the next step was to find how best to change production to bring

profit.

"Investigation showed us," says Mr. Callaway, "that there were a large number of decidedly competent manufacturers of linen, wool and worsted trousers, breeches and knickers for both men and boys. All of these were producing acceptable lines of merchandise and facing bitter competition among themselves. That was the first important market picture we saw.

"Second, a consumer survey at the same time developed the fact that the cotton trousers market was comparatively small and did not include any substantial classes of men to whom workmanship and the style factor made any particular appeal. It showed also that in the entire field there was not being made a line of cotton breeches completely satisfactory to the better class trade. Retail prices of breeches jumped from \$4 and \$5 cotton garments to \$20 to \$40 semitailored riding breeches.

"A further study showed that fine wool riding breeches would not meet certain requirements, particularly those of hunters, fishermen and guides. Too, they were completely out of the price range of the skilled workman with a good income and proper pride in himself and his appearance. The study also revealed that six or seven fabrics would cover about 95 to 97 per cent of all the probable requirements of men who would wear cotton breeches.

"On the facts brought out by these several studies, we decided to eliminate the entire old Truline schedule and to concentrate the organization's whole activity on the making of eight numbers in men's breeches. Each fabric was very carefully specified to meet a particular job, and as all of them are made in plants which we own or control, it was a comparatively simple matter to insure that a fabric selected for a winter hunting breech would fully meet the requirements of the hunter, and so on with the entire line."

Following the decision to concentrate the previously long line of 200 styles into this very limited line of eight, announcement of the change was made to the trade through business-paper advertising and through direct-mail announce-

ment

Trade advertising, featuring the newly concentrated styles, pointed out that "Truline have always made high-quality garments. This entire plant is now specializing in men's cotton breeches. With the result that Truline breeches—of finest quality, excellent styling and long wear—can be sold at prices which are unusually economical. Naturally, with Truline specializing on this one line, it is made and priced so as to be exceptionally salable."

"As a result of our letter and business-paper advertising, along with personalized dealer work by our salesmen," Mr. Callaway explains, "a number of dealers throughout the country accepted the change automatically. It was comparatively easy for them to see that instead of carrying fifteen or twenty different types of cotton breeches, as most of them then were doing, they now could concentrate on a limited selection of fabrics with (1) less money tied up in stocks, (2) a quicker turnover, and (3) larger profits.

"These facts about the concentration plan, along with merchandising and production developments, we sent regularly for more than a year to all dealers who had accepted the change, our direct-mail educational campaign on the purposes and quality of the line being supplemented by elaborate folders and catalogs for dealer re-

Jan. I,

distribution to retail customers.

"Not all dealers accepted the change to concentration, however, about 300 opposing the idea and shifting to other sources of sup-These merchants who left our line were, accordingly, set up in a separate mailing list to which individual letters were written on an average of once every three weeks. Letters to this dealer group followed no particular form, each being individually dictated and its content being decided by the customer's record as shown in our sales files. That we did well in continuing to try to sell our concentration plan to these unwilling merchants is shown in that at the end of eighteen months about 40 per cent again had become active buyers of Truline breeches.

The effects of Truline's concentration have been satisfactory beyond expectation. (1) overhead has been reduced more than 40 per cent. (2) No out-of-style merchandise is on hand at any time. (3) Control inventory, about one-tenth the size of the old, insures same-day shipment of any average order. (4) Whereas with the old unlimited line it was a steady loser, today Truline is a

consistent profit-maker.'

W. T. Hamilton Joins "Liberty"

William T. Hamilton has joined the business staff of Liberty, New York, as business staff of Liberty, New York, as special advertising representative. For the last seven years, he has been Eastern advertising manager of the Condé Nast Group. For several years he was advertising manager of Cosmopolisus, later becoming advertising manager of the New York American.

Showers Furniture to Homer McKee

The Showers Brothers Furniture Company, Bloomington, Ind., has appointed The Homer McKee Company, Inc., Indianapolis advertising agency, to direct its advertising account. Magazines, business papers and direct mail will be used.

John Wanamaker Appoints Kenyon & Eckhardt

John Wanamaker, New York, has ap-pointed Kenyon & Eckhardt, Inc., New York, as its advertising agency. This appointment includes the direction of ad-vertising for the Silver King Golf Ball.

Heywood-Wakefield Appoints Gilbert H. Durston

Gilbert H. Durston has joined the executive staff of the Heywood-Wakefield Company, Boston, as sales development manager. He will be particularly engaged in the introduction into style type outlets of the company's styled products which are to be a feature of its 1931 campaign places.

which are to be a feature of its 1931 campaign plans.

Since 1925 Mr. Durston has been associated with the Mohawk Carpet Mills. Amsterdam, N. Y., most of that period in charge of advertising and sales promotion. More recently he has been in charge of the company's operations on the Pacific Coast. He also was, at one time, with the Elgin A. Simonds Company, Syracuse, N. Y., in charge of advertising and sales promotion.

Mr. Durston will make his beadquar-

Mr. Durston will make his beadquarters at the executive offices of the Heywood-Wakefield Company at Boston.

Meredith Appoints C. H. Combs Eastern Manager

The Meredith Publishing Company, Des Moines, publisher of Successful Farming and Better Homes and Gardens, has appointed Clyde H. Combs, for the last three years manager of the Mere-dith Chicago office, as manager of the New York office. He succeeds J. A.

Payer, resigned.
Joe P. Eves, advertising manager of Successful Farming, has been appointed to succeed Mr. Combs as manager of the Chicago office.

Sylvania Products to Cecil, Warwick & Cecil

The Sylvania Products Company, Emporium, Pa., has placed its advertising account with Cecil, Warwick & Cecil, Inc., of New York. Plans for 1931 will include promotion and advertising of Sylvania radio tubes and incandescent lamps.

Purolator Account to Hadden Agency

Motor Improvements, Inc., Newark, N. J., Purolator oil filter and Cylolator overhead oiler, has appointed Hadden & Company, Inc., New York advertising agency, to direct its advertising account.

Chamberlin Weatherstrip Appoints Ayer

The Chamberlin Metal Weatherstrip Company, Detroit, has appointed N. W. Ayer & Son, Inc., to direct its advertising account.

A. E. Dodd Joins Kroger
Alvin E. Dodd, assistant to the president of Sears, Roebuck & Company,
Chicago, has resigned to join the Kroger
Grocery & Baking Company, Cincinnati,
as assistant to Albert R. Morrill, president.

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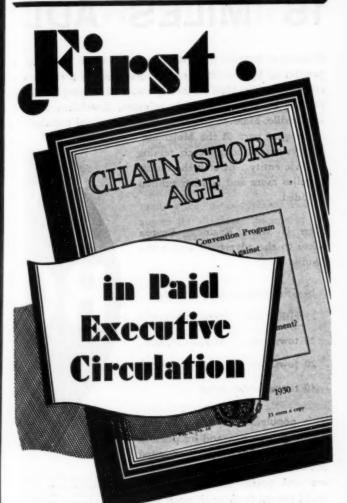
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CHAIN STORE AGE
93 Worth Street New York City

15 MILES ADD D

Municipal Boston is credited with a little less than 800 ton different population by the 1920 census. But, within a radius of fifele are miles from City Hall are nearly two million people. Cambri influen reached by subway in eight minutes, Brookline, the New division Somerville, Malden, and other large centers of population at ton's n

an integral part of the Metropolitan system, although each retains its civic entity. Stretch the radius 15 miles more and another million is added.

Here is what Business Boston offers to the advertiser within the 30-mile area:

19 cities over 25,000 population

23 cities over 10,000 - 25,000

28 towns of 5,000 - 10,000

20 towns of 2,500 - 5,000

40 towns under 2,500

This population of 3,000,000 people is prosperous and responsive to well-planned and well-executed advertising. They are liberal buyers and prefer the merchandise made known to them through consistent advertising.



Advertising Representative: GEORGE A. McDEVITT CO. 250 Park Ave. New York, N. 1 914 Peoples Gas Building Chicago, Ill.

For eight has been ing, inclu-bile and among B

BOSTON HEIL

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THER MILLION

nan 80 ton differs, however, from other cities in one respect—its so of finale are divided into two separate and distinct groups through Cambridghuences of tradition, sentiment, heredity and environment. Rewards division is made quite apparent through a comparison of tion and ton's major daily newspapers.



Foreight years the Herald-Traveler as been first in National Advertisng, including all financial, automopile and publication advertising mong Boston daily papers.

T CO.

ling

The Herald-Traveler differs from its three contemporaries in almost every respect. In its editorial policy, in its method of display and manner of news presentation it shows its allegiance to one of the two population groups. Carrying, as it does the largest total of advertising lineage of any Boston daily, indicates the greater buying ability of Herald-Traveler readers and shows that advertisers, national as well as local, consider them preferred prospects. Three other papers serve the other group.

To cover Business Boston thoroughly is not difficult. It is necessary only to remember the divided status of its people. The advertising columns of the Herald-Traveler must be used to reach the important group, while one of the other papers can be used to appeal to most of the other.

D-TRAVELER

The fellow who does the advertising these days is the fellow who is going to get along, provided he uses good judgment in selecting as his media newspapers like

THE YORK, PA. GAZETTE AND DAILY

with its extraordinary reader confidence, circulating in communities which at all times have ample purchasing power to satisfy their wants, like

York County Pennsylvania

We urge you to investigate.

HOWLAND & HOWLAND

National Representatives

NEW YORK 393 Seventh Ave. CHICAGO 360 N. Michigan Ave. Opinio

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What Type of Manufacturers' Salesmen Should Call on Chains?

Opinion Is Almost Unanimous That These Salesmen Should Be Vested with Authority to Close Sales—Fourteenth Instalment of the Chain-Store Series

By M. M. Zimmerman

WHAT type of salesman is best suited to sell chain stores? What have been the experiences of leading manufacturers and national advertisers who seek the chains' volume outlet? What does the chain buyer think of the manufacturers' salesmen who visit him daily?

We have been discussing this question with leading manufacturers and chain executives in most of the important fields, such as food and beverage products, toilet goods, drug sundries and specialties, house-hold products, soaps and dyes, radio, clothing, haberdashery and

dry goods.

The large manufacturers and national advertisers recognize that a special type of salesman is necessary to handle chain-store business—especially where it involves either the introduction of a product or negotiating a volume-sale deal. In other words, to conduct chain-store business on the most profitable basis possible, a man, whether he be termed salesman or executive, must be thoroughly versed in every phase of modern merchandising and understand that "resale" is what he is selling—not merchandise.

"I think it fair to say," states a

"I think it fair to say," states a manufacturer whose chain-store experience is broad, and who enjoys almost 100 per cent distribution among the large chains. "that in most instances goods are bought by, or sold for, rather than sold to chains." This is particularly true of manufacturers of proprietary or trade-marked brands. Whether or not a manufacturer elects to handle his chain-store trade through contact with executives or through his sales force, depends largely on the quality and extent of the personnel of his organization. In other

words, the manufacturer seeking business through his salesmen. clothed with but limited authority, not thoroughly conversant with the company's policies, who have not the authority to sit down with a buyer to discuss fully the merits of a proposition, but must return to headquarters for further instructions, limits his opportunities of developing successful chain volume. It requires more than average salesmanship to do business with chain stores today. It demands an executive officer, or the highest type of sales executive-one that can gain the respect and attention of the chain. According to the chain stores' point of view, the average salesman who lacks in these qualifications, is merely tolerated. There are some that demand that a principal of the company must call on them to transact business.

The chain, as a quantity buyer, feels that it is entitled to special consideration, due to its purchasing volume. It cannot discuss volume orders with the average salesman who comes with limited knowledge and authority. The buyer wishes to feel that he is talking with a man who can say "yes" or "no." Even though the salesman may represent the firm who has a one-price policy, and the chain knows that it probably cannot do better in price, the buyer is not satisfied until he has received the final "no" from an executive who has the power to

say it.

In many fields the chain-store buyer has his own ideas of the merchandise he is buying. He may desire to discuss certain changes in the manufacture of the product. methods of packing, shipping—possibly take up a special size or a change in the label. Under such

conditions he wants to obtain this information direct. He does not like to carry on these negotiations

through a third party. The average chain buyer is a shrewd, and in most instances, a highly intelligent individual, who has come up from the ranks with a full knowledge of his business and requirements. His duties are to buy. His own success depends solely on his ability to buy profitably for his company, and he is charged with the important duty of making the best deal he can with the manufacturer. His instructions are to go the limit. In certain fields, the chain buyer's income and his advancement is measured by the savings he makes on his regular buyingespecially on merchandise that has a definitely established price. His job is to keep on hammering at that price until he gets it down lower. The chain buyer knows the power of his position and he uses it skilfully, without attempting to create antagonism.

Of course, there are cases where the buyer abuses this power to such a degree that it creates considerable dissatisfaction among manufacturers and the buyer is set down as hard-boiled. Many salesmen will even pass up such buyers because of the futility of attempting to do business with them.

Another Reason

usiness with them.

There is still another reason why coping with the chain buyer demands not only sales and executive ability but a thorough knowledge of manufacturing, shipping, freight rates, advertising, merchandising-in fact, a complete knowledge of chain-store operations. Each chain buyer is a specialist in his line-at least, he is presumed to be. The average buyer, as a rule, usually confines his efforts to the purchase of special commodities to which he is assigned. The buyer will interview anywhere from ten to thirty people a day, depending on the line. It does not require great imagination to visualize that after a buyer has been doing this work day in, day out-inspecting merchandise, comparing quality, getting the salesman's facts-such experience makes him a real judge of values. His judgment is worth considerably more than the average salesman's.

Many of the buyers who have come up from the ranks have had close contacts with their stores, and are thoroughly conversant with the demands of their customers. They know the type of people who patronize their stores and are able to visualize the possible acceptance of the product from the consumer angle. On this account, if for no other reason manufacturers will find it highly profitable to cultivate the intelligent chain buyer. His experience can prove of inestimable value.

What happens, however, to the salesman who presents a half-baked proposition, who does not know enough about his product or how to discuss it from the manufacturing angle, who cannot answer the buyer's questions intelligently, and has to offer excuses that do not exactly impress the buyer? president of a company making a well known line of products answered these questions for us during an interview. In telling of the experience his company had in introducing its line to the chains, this president stated, "Whoever told you that the salesman must be of an unusual type with considerable executive authority, is absolutely correct, and the reason that the business requires a salesman of that type can be easily explained. Before we actually started to introduce our product, we employed five very high-type men to represent us and make individual overtures to the various chains and mail-order houses, but without success. In three cases, the men employed for this work had excellent sales experience from previous connections, and in two cases they had some contact with the syndicates, but apparently were not well fortified with a manufacturing background in order to cope with the class of buyers that one must interview in connection with contracts that are planned with the various chains.

The better chains are manned with buyers who do not care to change from one manufacturer to another, as long as they feel that o have shave stores, nt with tomers. le who re able eptance ssumer for no

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This message—addressed to the business men who will underwrite 1931 advertising—appears in the current issue of The Business Week.

THE NEWS BEHIND THE NEWS

"Soviet sells short"... "Reds Undermine U.S. Business"... "Russian Wheat Sales Held Threat"... shouted the daily press. Interesting, sensational newspaper heads on an otherwise newsless Monday morning last Fall. But how sound were they? How true and interpretative? To you and your fellow leaders of business, the facts behind such headlines were vitally important.

How The Business Week handled the Soviet Wheat story is typical of the difference between this publication and any other source of business news you may have . . . a difference which may have escaped your notice. Look behind the scenes for a moment while we reconstruct the story.

In the first place the Business Week had uncovered this story long before it became public property. At first glance the material seemed sensational propaganda. But, as readers of this publication, you are not concerned with dramatics. Nor, do our editors ever accept a news item at its face value. They insist on getting the news behind the news.

In THIS CASE, our European News Editor in Paris had received reports from his agents concerning the

concentration of Soviet boats, loaded with wheat. To newspaper reporters this was "shipping news." To our editor, a former commercial attaché, shipping wheat on a falling market suggested short sales to protect against the shipment in transit.

HIS CABLE TO NEW YORK was checked up and verified by our Washington Editor at the Department of Agriculture. Simultaneously, our Chicago Editor dug out the facts at the Wheat Pit. This story, checked from three different angles, was interpreted by a man whose entire life has been spent in analyzing trade and commodity markets. Instead of a dire threat to the national welfare, he saw this short selling as a simple "hedging" operation of minor importance.

THREE WEEKS AFTER, these same common sense conclusions were adopted by the Farm Board, and widely exploited by the newspapers.

You don't want hysteria in this publication. You ask only for the real facts behind business news; and an unbiased interpretation of their probable effect on business. The Business Week, sustained by you who hold the guiding reins of America's industrial and financial future, has held rigidly to this formula.

That is why you and your 74,999 fellow leaders of business continue to read this Weekly. That, too, is why we believe The Business Week offers a year-around advertising potential without precedent in the publishing world . . . a compact group of the country's foremost business men. If their appreciation and understanding of your business or products are valuable, then The Business Week is a logical advertising medium for you.

A PROPHECY FULFILLED

SIXTEEN MONTHS AGO, in our initial bow, we said of The Business Week, "You may not always agree with its views; you will respect them and find them interesting."

TODAY, as it has been for months, this is a demonstrable fact. In less than a year The Business Week won and held the interest and respect of the country's business leaders. Its hold on this exclusive audience increases weekly.

THIS COMPACT GROUP, the men who underwrite American business (advertising included), can be reached quickly, effectively, and economically through the pages of The Business Week.

JUST what share of their interest you are able to command depends on your message and its presentation. We have the audience . . . and matchless reader-confidence. How important can you make your product or service to these men?

THE BUSINESS WEEK

McGraw-Hill Publishing Company, Inc., New York

RWIN, WASEY & COMPANY announces the establishment of its services in Minneapolis through an affiliation with the MacMartin Advertising Agency of that city. The new company will be known as Erwin, Wasey & Company of Minnesota. The services of this office will include all the executive personnel of the MacMartin Company together with the enlarged facilities of Erwin, Wasey & Company's international organization.

ERWIN, WASEY & COMPANY Advertising

NEW YORK
SAN FRANCISCO
LONDON
BRUSSELS
ROTTERDAM
BARCELONA

CHICAGO SEATTLE PARIS COPENHAGEN MILAN LOS ANGELES MINNEAPOLIS BERLIN STOCKHOLM OSLO ZURICH

BARCELONA HELSINGFORS ZURICH

American representative of European offices: Graybar Bldg., New York City

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the merchandise they are getting is satisfactory, that the price they are paying is right, and that the service being offered to stores, as far as shipments are concerned, is everything that can be expected. In many cases, then, where the salesman calls on the experienced buyer, questions are asked by that buyer, and unless the salesman is completely fortified and has that background of experience necessary to answer intelligently the questions asked of him, he immediately loses caste with the buyer. While he may not recognize the fact at that time, the salesman has placed himself under a tremendous handicap that will

Still another reason why a high type of salesman is not only necessary, but highly profitable: In the food, drug, tobacco and several of the other fields, the manufacturer is interested not only in getting the chain to buy his product, but in co-operative selling. This necessitates contacts to be made with the chain's sales and advertising managers as well as selling the idea to the entire chain organization to get behind the product. Where this is accomplished, the manufacturer has a real opportunity to obtain effective co-operation-without, in many

prove hard to overcome.

cases, paying for it.

One well-known manufacturer of a popular brand attributes the success of his product with the chain, to the use of the higher type of salesman exclusively. The sales director of this company stated that the company was able to obtain some of the most valuable co-operation without paying for it—co-operation which he knows many other manufacturers have been even glad to pay chains to obtain . . . simply because its approach to the chain has been with mer-

chandising ideas.

In the food field most of the manufacturers with national sales organizations and with district sales offices scattered throughout the country, depend not only on their district managers, but on their jobing salesmen and brokers to call on the chains. In these large organizations the regular salesmen do the missionary work, not with any idea of selling but to gather the

news and gossip from the chain buyers, and then report it to their district manager. Usually the district manager or the sales manager follows up these calls. A manufacturer who controls a large sales organization of this sort states that while as a general rule, chain buyers are contacted by the brokers, branch managers and jobbing salesmen, in some of the less isolated points, the company's detail men handle their jobbing and chainstore buyers in addition to their detail work.

"Our experience is," he remarked, "that the average man capable of handling the wholesale grocery trade, is equally as successful with the chain-store buyer. Of course, there is always a contact between the higher-ups in our organization and the chain-store buyers." Another substantial food manufacturer also claims that from his experience the better grade of jobbing salesmen have proved capable of maintaining excellent chain-store contacts, supplemented of course, by the good-will calls on the part of district managers as well as home-office executives.

The Food Broker's Part

The specialty food-product manufacturer who does not travel salesmen, but who has developed his volume through consumer advertising, depends solely on the food broker for his chain store contacts. We find, according to the views of a number of important manufacturers, that the food broker is still a valuable asset to the food manufacturer. He plays a very important part in the manufacturer's sales plan, and up to a certain point manufacturers find him the most economical method of representation. While the broker is not equipped to make introductory sales, he renders a distinct service. There are many brokers who have built up a tremendous volume among chains because of their special knowledge and ability, and because they enjoy the confidence of chain buyers. While some few chain buyers have in the past agitated against his elimination, the views of the leading food manufacturers are almost unanimous in declaring that the food broker is a necessary and desirable factor in the scheme of distribution. One manufacturer of a specialty product, who enjoys good sales among the chains, states, "For a product such as we produce we could not afford the calibre of salesman that we would want in sufficient quantities to contact the trade with great frequency. While there are some brokers who are what we call 'cream lappers,' we have a number on our list who are in a better position to accomplish good results for a manufacturer than ever."

Does the average manufacturer utilize the type of man that the chain is glad to meet and do business with? Is the average salesman who comes to sell some of these chains, clothed with sufficient authority to consummate a deal with the buyer? The evidence gathered from chain store buyers is somewhat conflicting on this point. One buyer invited the writer to spend a day with him at his office to see for himself the type of salesman who calls on him. It is this buyer's belief that the average salesman is a mere order taker, whose services could be dispensed with very You would be amazed at easily. wasteful cost of distribution some of these salesmen represent," he told the writer. visit our office and make no pretense to sell-they are mere order takers, whose services could be dispensed with, who possess no authority to make a deal. When any special sales idea is being launched. they bring some one in authority to discuss it. Fewer salesmen, and salesmen of a higher type, who are clothed with authority, would be a Godsend to this industry."

Another chain buyer states. "While the average salesman who visits us is a pretty intelligent fellow and knows our methods of doing business, his chief function seems to be to feel out the buyer to see what he wants, then he returns to headquarters with his report, which is then followed up by one of the officers of the company who negotiates the business."

One buyer told the writer this rather pertinent story, which emphasizes the waste and inefficiency

of some manufacturers. A Maryland manufacturer who was overstocked with his product and anxious to dispose of several carloads in the New York market, sent a salesman to contact the chains, with specific instructions not to obtain less than \$1.75 per dozen for his commodity. The salesman was given no instructions to use his judgment or to accept the best price obtainable, so that after making the rounds and meeting with no success, he finally landed in the office of this particular chain buyer. who, after examining the product, felt that all it was worth to him was \$1 per dozen. At this price he could use it as a 10-cent special. The salesman argued that he had no power to accept this price, and so the buyer suggested that he call up his office in Maryland, and submit the offer to the manufacturer. which the salesman proceeded to do. He soon returned, however, with a new offer of \$1.50. "But," stated the buyer, "I told you that all I can give you is \$1 per dozen." This necessitated another long-distance telephone call, and again the salesman returned, this time he would accept the \$1 price, if the buyer would pay the freight to New York. "Nothing doing," said the buyer. "Our price is \$1 delivered to New York," and so the salesman again returned to the telephone. After a lengthy conversation, he reported he would accept the buyer's price of \$1 per dozen, delivered."

Policies Vary

Still another chain-store organization, one of the really large ones, claims that the policies of the different manufacturers vary to such an extent that it is impossible to make any accurate statement with reference to the amount of authority of the salesman and his ability to close important deals without reference to headquarters. "For instance," he stated, "in the case of some concerns contacting organizations of our size, it seems to be a pretty general policy for officers of the company to make these contacts. On the other hand, some concerns apparently give their salesmen the maximum leeway and permit

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them to use their judgment within the bounds of the company's policy. From my observation, it seems to me that the type of salesman now representing reputable concerns is, on the whole, very high. I have observed that there seems to exist between our organization and our source of supply and their representatives, a great deal of cordiality and good feeling. We have in many instances had occasion to feel gratified ourselves over this

apparent harmony."

J. M. Fly, former owner of a chain of grocery stores in Mem-phis, Tenn., and one of the best known men in the chain industry, who was responsible for many innovations in chain-store merchandising is of the belief that a mediocre salesman is worse than none, and a young, high-pressure salesman, filled with enthusiasm and selling talks usually is not so convincing as the older man, who is less aggressive but more forceful in the end. "Young blood may offer more vigorous salesmen with greater ambitions at the time," he said, "but there is no getting around the fact that we need merchandising in the world of distribution today more than ever be-fore, and young blood is not capable of carrying the weight with distributors that seasoned men of long experience are. For many years we have tried to lower selling costs in distribution by doing away with high-priced competent salesmen. In my opinion this cannot be done. The effective salesman of today is just as strong as he ever was. There is such a thing as creating and holding good-will, which extends from the most powerful chain-store executive down to the lowest in the ranks, and unquestionably personality goes a long way with either. In these days and times there is no justification in employing or spending years in training mediocre men to represent the food manufacturer, particularly in calling upon chain-store operators. In years gone by contact men representing the manufacturer did a whale of a good job once or twice each year in calling person-ally upon the big boys of the chains, and in discussing with these

gentlemen their mutual relations."

F. W. Walker, president of the Mayflower Drug Stores, Inc., sums up the chain's attitude toward the manufacturer and his salesmen, as follows: "The average chain organization, we feel, is not interested in spending time with a salesman who is visiting the buyer for no purpose other than to solicit orders in the regular way. The salesman presenting new merchandise, new deals, new advertising arrangements, new co-operative plans, etc., who can do this in a concise, yet complete way, is the man best suited for selling chain-store organizations. The average chain-store buyer does not desire to spend unnecessary time to discuss generalities with salesmen. It can work best, and with greater results to both, with those who follow the plans of the above outline."

Executive Visits Welcomed

Another thought that brought home to the writer by chain executives, is the fact that they appreciate the contacts of the higher up officials of the company with whom they do business. They welcome the visits of the executive officers, believing that such visits tend to create a better understanding between the chain and the manufacturer, which they really seek. Through such frequent contacts between the executives of both, chains believe they see a way to overcome some of the misunderstandings that exist between chain and manufacturer, and a better appreciation of their methods, many of which are so often attacked and criticized, simply because the manufacturer who depends on his source of information from his representative and third usually receives it parties. garbled form or so magnified, that it only helps to intensify further the feelings of misunderstanding.

In the clothing, dry goods, department store, ready-to-wear, haberdashery, and several other similar fields, it is in most cases essential for an executive member of the manufacturer's company to contact the chain buyer when business placed covers a season's or a year's requirement, or where it

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represents a volume order. The president of a very important specialty chain said that few purchases are consummated directly with the salesman. "While these men possess intelligence," he ex-plained, "the large quantity order of merchandise we place, the modification of price and discounts, and also the manufacture of merchandise to our own specifications, invariably requires the intervention of the officers of the company they represent. We welcome such officers who come with a desire to do business with our concern.'

One national chain shirt buyer who also stressed the necessity of contact with an officer of the manufacturing company, said, "Since our stores, located in the large cities are style centers of individual character, we find it necessary to buy direct from the principals and not through salesmen, because the average salesman is not clothed with sufficient latitude to discuss and consummate a contract for the type of merchandise we demand and require."

The merchandise manager of another large chain store, states that 90 per cent of the people who call on his chain are members of their respective firms, and because of that fact his chain is in position to close negotiations with these manufacturers to the satisfaction

In the auto accessory field, the general manager of a substantial chain states that it does not lay a great deal of stress on the type of salesmen who call, because it does not buy the line of merchandise from the salesman when he visits The proposition from the salesman is received, and turned over to a merchandising commit-They do not want to be under influence of high-powered salesmen. In their large lines, such as tires and parts, they deal direct with an officer of the company, but most of the other lines are purchased through regular factory representatives that they find they can do business with.

The next article in the chainstore series will appear in the issue of January 15.

Reports on Newspaper Advertising Survey

In an endeavor to gauge the prospects of national newspaper advertising in 1931, the Bureau of Advertising of the 1931, the Bureau of Advertising of the American Newspaper Publishers Association has been conducting a survey to ascertain the plans of advertisers. A questionnaire was sent to both advertising agencies and advertisers. Replies received from 220 agencies indicate that 122 agencies figure on placing an increased amount of newspaper advertising in 1931; 18 anticipate a smaller volume of billings; 66 state that they expect a volume equal to 1930, while 14 were unable to form an estimate. Replies received from 139 advertisers group themselves as follows: 51 plan to increase their newspaper advertising in 1931; 13 feel that their expenditure will decrease; 51 indicate it will be

in 1931; 13 feel that their expenditure will decrease; 51 indicate it will be about the same as 1930, and 24 are unable to express an opinion, either because of the difference in termina-tion of the advertisers' fiscal years, or because they are waiting to get a better view of the business outlook before they make their decision.

J. F. Quick Joins Mark O'Dea Agency

John F. Quick has joined Mark O'Dea & Company, advertising agency, as secretary and treasurer, having resigned from the Percival K. Frowert Co. Mr. Quick was formerly with Lord & Thomas and Logan.

The O'Dea agency, organization of which was previously reported, has opened offices at 400 Madison Avenue, New York.

Trade Fair Account to Lay Agency

The advertising account of the Leipzig Trade Fair, Inc., New York, has been placed with The Lay Company, Inc., advertising agency of that city. This appointment covers the advertising in this country of the international industries exhibition located at Leipzig, Germany.

Organize Bassett-Kinzel-Crouse, Inc.

Bassett-Kinzel, Crouse, Inc., has been organized as successor to the Formanorganizeu as successor to the Forman-Bassett Company, Cleveland, producer of direct-mail advertising. George W. Kin-zel will be president and treasurer; L. B. Bassett, vice-president and general manager, and Fred F. Crouse, secretary and art director.

Appointed by "Motion Picture Daily"

Maurice Kann, formerly editor of Motion Picture. News, recently acquired by the Quigley Publishing Company, New York, has been appointed editor of Motion Picture Daily, formerly Exhibitors Daily Review and Motion Pictures. Today.

Coverage PLUS Interest with the South's leading sales medium!

Include The PROGRESSIVE FARMER and Southern Ruralist in your merchandising program—and you are assured of dominant and economical coverage of the Agricultural South. Further—because of its five localized editions your sales message will be read with the highest possible degree of reader interest!

EADING advertisers use The PROGRESSIVE FARMER and Southern Ruralist consistently—year after year. Its responsiveness has taught them to regard it as an inherent part of their major schedules to dominate the Southern farm market!

Reaching over one million rural homes, The PROGRESSIVE FARMER and Southern Ruralist moulds buying habits through its unique and unparalleled reader interest. It is published in five separate editions. Each edition is devoted to a well-defined agricultural area.

From Dallas goes out a Texas Edition made especially for that agricultural empire. From Memphis, the Mississippi Valley Edition serves Mississippi, Louisiana, Arkansas, and West Tennessee. From Louisville, a Kentucky-Tennessee Edition for Kentucky, Middle and East Tennessee. Central offices at Birmingham and Atlanta publish a Georgia-Alabama Edition for Georgia, Alabama and Florida. From Raleigh, a Carolinas-Virginia Edition has been issued to the states indicated, for 45 continuous years.

The PROGRESSIVE FARMER and Southern Ruralist now offers you the power of its prestige that you may be enabled to share in the South's prosperity and buying power.

PROGRESSIVE FARMER and SOUTHERN RURALIST

issued semi-monthly and in five separate editions, is the only publication offering all these advantages:

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Advertising rate of one-half cent

Dominant and economical coverage of a primary market. Localized editorial service—with result-

Localized editorial service—with resultant reader influence—by largest staff of full time editors of any farm publication. Advertising rate of one-half cent a line per thousand subscribers.

One Million net paid circulation guaranteed. Advertising rate, \$5 per line, equivalent to a page rate of \$3.64 per thousand subscribers.



Western Representatives

Standard Farm Papers, Inc. Daily News Bldg., Chicago, Ill. Eastern Representatives

Wallace C. Richardson, Inc. 250 Park Ave., New York, N. Y.

Pacific Coast Representative: Edward S. Townsend, 713 Hearst Bldg., San Francisco, Cal.

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AN EDITORIAL REPRINTED FROM NIN



THE PUBLIC ENEMY TODAY

THERE are far too many people, from business men to laborers, who are giving a too eager ear to wild rumon and spiteful gossip tending to destroy confidence and create an atmosphere of general distrust.

The victims of vague fear, on the street and in the market place, are a menace to the community.

These are the defeatists that hold back the return of that prosperity that cannot but come from the limitless resource of the nation.

They are the terrorists that drive the dollar into hiding when it ought to be at work making jobs for the unemployed

They are the scarecrows of imaginary disasters, the spreaders of rumors having no basis in reality—the carriers of thes.

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NING WORLD, DECEMBER 22, 1930

They are the feeders of that mob psychology which creates he spirit of panic.

They blind the thoughtless to the very evident soundness four great business enterprises.

It is the pessimists among business men, who lack the ed blood of courage and who are mentally sick with vain maginings, who are responsible for the gloom among the less aformed.

The most serious threat of our country today is in the usiness man of little faith, whose fears are played upon by he most stilly gossip which poisons the air with absurd rumors and mean and malicious lies.

These are the public enemies, and in days of war they would be so proclaimed, and in any crisis they are worse than nuisance—they are a menace.

It is not like Americans to shudder at shadows, or to surender to fear. The courage, faith, determination, grit and onfidence that have made them incomparable on the battleleid have never been more needed than they are today.

But we have permitted the croakers and the irresponsible gossips to charge the air with the poison of falsehoods and baseless rumors, and the air must be purged of the poison.

A truce then to the gossips and the mean inventors of wild numors, for these are the public enemies, whether they operate in the poolrooms or in the most exclusive clubs.

America is all right if Americans are not all wrong. But the weak, the timid or the malicious croaker of disaster must be made to understand by the way in which his story is received that he is engaged in rather disreputable business.

This breed of mischief-makers is not unknown to our experiences before. We had them in 1873 when they assured us that railroad building had wrecked the country, that vast sections the roads had tapped would have to be given back to the wilderness again.

We had them in the depression of 1893 when they told us that we had exhausted our markets and thereafter would decline in prosperity and trade.

And America moved on each time to greater heights and more abundant prosperity than it had ever known before.

American Courage, American Calmness, American Steadlness, American Grit, American Common Sense and the co-operation of all classes of the people in creating an atmosphere of confidence and faith will hasten the day of the restoration of prosperity.



The Evening World

New York's FOUNDATION Newspaper

Tribune Tower

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Give Me Back My Money!

Some Reflections on Refunds and Red Tape from the Standpoint of the Nervous Customer

By Thomas L. Masson

THE other day we bought a gas stove-an up-to-date, insulated, fireless cooking gas stove. Two inarticulate and cryptic mechanics held dominion over our kitchen for about two hours and then folded their nippers like Arabs and silently stole away. When we marched back into our devastated territory, and tried that stove, we found, first, that the broiler didn't fit into the flanges at the side, that the side of the oven bulged out as if it had been torpedoed, that it was six inches south of where we had marked it to be placed, and we threw up our hands.

First came the salesman who had

sold us the stove.

"Take it away," we exclaimed unanimously. "Give us back our hard-earned coin. It's a hoodoo. Set back the old one. We're sorry

we spoke."

The salesman smiled beatifically.
"I know just how you feel," he replied, "and I pos-i-tive-ly assure you that everything will be all right. I am not going to waste any time, but the manufacturer must see this." In two hours he was back with a man of middle age. In spite of his immaculate clothes, in an instant he had taken off his coat and waistcoat and was down on his knees before that stove.

"We don't want it," we exclaimed in chorus. "It's a flop.

Take it away.'

"I don't blame you one bit," he replied. "I know just how you feel." (This, by the way, is a grand phrase, acting upon the hearts of disgruntled customers like the famous "Open Sesame.") "Of course," he continued, "we wouldn't have you take this stove for anything." With a few deft touches he fixed the broiler. "Just a little warping in transit. That bulging isn't a defect. You can take the whole side out if you like." He showed how it was done.

In half an hour he had sold us another model which cost us \$32 more, had taken back the old one without charge, although the depreciation was fully 20 per cent, and had restored us to such confidence that now we do nothing but show our "buy" to the neighbors.

This recalls a run-in I had with John Wanamaker in the old days when he was in charge of his own stores, and when we rode on bicycles. I wandered into his place one day and bought a wheel. hadn't had it for more than a week when the rear tire went back on Defective. I went down to see them about it and they told me to send the wheel back and they would "examine" it. made me furious. Then someone suggested that I had run a nail into the tire. At the end of the third day of backing and filling I wrote a personal letter to John Wanamaker, never expecting to hear from him, which read something like this:

"Dear Sir: When you sell bicycles, why don't you sell good ones?" and signed my name and

address

The following day a brand new wheel was delivered at my address. With it came a personal letter from the old man himself. I never forgot that. For years thereafter I went about telling my friends.

Causes of Short-Sightedness

Looking back over a long line of personal experiences I am convinced that the short-sighted policy of enraging the customer is due on the part of the merchant to ignorance, stubbornness and fear. Sometimes to one of these and sometimes to all three combined.

I have in my home an old style radio which is fairly serviceable. Recently I had some inner urge to get another, and while confronted by this temptation, my

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set began to go bad. I saw an advertisement of a Blank in a local paper and as several friends had spoken to me of this particular brand, I called up the agent without, however, telling him that I wanted to buy a new set, merely asking him to send someone to fix up the old one. Shortly a man came. He fooled with the old set for about an hour, remarking as he went off that he had put in two new tubes, but even at that it wasn't as good as it should be. "What you need is a Blank," he

When I tried the old set it was worse than it was before. Mean-while I got a bill for \$5. I wrote to the agent, telling him that he had made my set worse than ever, and had charged me \$5. No reply. I then sent him a check and sent for another man, who promptly fixed my old set and charged menothing. Meanwhile, on the first of the month the Blank agent sent me another bill and I finally had to produce the endorsed check to show him that I had paid a bill for something which damaged me more than the bill amounted to. Here was a case of ignorance and stubbornness. Now every time I go by that agent's place, I turn white with rage. How foolish! Yet are we not all human? And nothing could induce me to buy a Blank, although I have no doubt it is good enough.

He Didn't Want a Rowing Machine Anyway

As for red tape, here is an in-stance. Last year I bought a rowing machine at a bargain sale from one of the big New York department stores. After trying it out for a week one of the springs worked loose. I sent a call to have it fixed. In a couple of days two men were just removing the whole affair from the house when I caught them in time to say that only one part of it was wrong. It was all or nothing with them; so I went in and explained. A blank was filled out which was first cousin to an income tax re-port; the left biceps with its attendant spring belonging to that

rowing machine was missing. Finally I called Weeks passed. again. It had been sent to the factory. Couldn't they give me a new one? No, because this was a "bargain" and there were no more. They would hurry it up. More weeks. One day it occurred to me that I didn't want to use a rowing machine anyway weather was getting warm). so, merely at a venture, a kind of last desperate jab at fate, I dropped them a line to the effect, "The rowing machine you sold me is not satisfactory. Will you kindly re-fund my money?" And to my amazement by return mail they sent me a check for the full amount. It was on that same day, as I recall it, that they returned the biceps, and later took back the whole affair.

Now this was due neither to stubbornness, fear, nor ignorance, but solely to the red tape doubtless essential to the running of a large business. Also, it must not be forgotten that all big concerns have to protect themselves from unscrupulous customers who constantly impose upon them. One of the favorite dodges of these crooks is to buy furniture and send it back for repairs in order to avoid the expense of moving. It is between these unscrupulous people on the one hand, resorting as they do to all sorts of dodges, and the regular customers on the other, that the sales office has its biggest problem.

The telephone company was confronted with a host of disgruntled people at the time its pay stations were installed throughout large cities. A man would rush into a telephone booth, put his nickel, dime or quarter into the slot, fail to get his number, and-always in a hurry-fail to get his money back, either through misunder-standing or some slip in the machinery. We have all had these experiences, and it goes without saying that they linger for days and weeks after, so that their effect is seen in the telephoning of these exasperated and-as we might say—"gyped" souls.
Recently I had an appointment

to meet a friend in the Pennsylvania Station in New York. After waiting fifteen minutes, I stepped into a "pay" booth and tried to get him on the phone. I was in a hurry and was anxious. Something went wrong and I could not get my money back. I wandered out in a fury and suddenly caught sight of an operator's stand in one of the waiting rooms, and made for the girl in charge; but before I could tell her my woes, she had opened up the cash drawer and, smiling angelically, told me to Suddenly I disname my sum. covered myself looking at the whole affair from the standpoint of the telephone company. I saw its problem and how it had tried to meet it. And, secretly, I acknowledged my own past transgressions.

It must not be supposed, however, that even the largest corporations which inaugurate impersonal systems are always impersonal, for even the best of them may be governed by this trinity of fear, stubbornness or ignorance, for human beings, high or low, are temperamental. Also, they are not always governed by a strict sense of

right and wrong.

One member of my family bought a large factory about a year ago. He wanted more power, and when he put in the order an official from the Public Service Corporation called and said he was sorry, but the man who owned the place next door refused to allow any lines strung across a corner of his lot, although it was customary and besides, in this case, quite negligible and against all rules of business courtesy. so my family member dropped over to see the man who refused. This man began to use strong language as soon as he appeared.

"I should like to oblige you, he snorted, "but last year one of their trolley cars smashed up my car, and although they were to blame, I never could get a cent out of them. I'll see them all in Hades before I make any concession to

"But suppose they pay up?" "Well, here's the bill."

Inside of twenty-four hours the an adversarial Public Service Corporation sent large de this man a check. Now it must be evident that if it was wrong it should have paid the claim at once, at the time of the accident, and if it was right, that it should not have paid it at all. In the it is didn't short, many large corporations are undoubtedly governed by expediency, and refuse to admit the question of intrinsic right or the story.

My second case concerns a sale.

My second case concerns a salesman who travels over a large territory, using a car. He bought a all right new car from one of the big moment." new car from one of the big motor companies, and, although it was new, it gave him trouble from the start. During the first two months it cost him nearly \$100 in repairs and adjustments. He made con-The car appeared to clock? stant complaints to the office without results. be like a bad dispositioned elephant in a zoo-incurable.

Finally he got his mad up, and wrote to headquarters that unless they gave him a new car, he would spread the news everywhere he went. As he was well known, they had a conference and gave

him a new car.

What Time Is It?

But of all hoodoos, complexes and rage-creators, the clock stuff is the worst. Until recently, when I put in an electric clock, I have never known what time it was in my home at any hour. My electric clock runs by power supplied from the electric light company. If anything happens to this power even a second—the disc turns red. I was very proud of this clock and the first week I had it I called in a neighbor to show her how it worked. We had a new cleaning woman in our house that day, and when I led my friend up to that clock I discovered to my horror that the woman had taken out the plug.

But, aside from this, in thirty years I have never had a clock man fix a clock that ran any better afterward, and the idea of their guaranteeing anything or returning money would make an eagle laugh. About a year ago I bought

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ours the an advertised alarm clock in a large department store. This clock they told me was a sure-fire alarm. It had dial figures in the center and words which told accident, you when it was on. I started it and the substitution are business for days trying to figure expedient the substitution of the store and the salesman crept off to a distant room with it, returning shortly.

a salesreturning shortly.

"There," he purred. "Now it is
all right. Needed a slight adjustment."

At home it was just the same as

Finally I wrote to the manufac-

the clock. But how can any ordinary human being pack up a clock? Some day I hope to take correspondence lessons as a shipping clerk. And string. Does anybody ever have any string? And during the last eighteen years I have bought at least seventy-five hammers. If anybody can find one on my place I will set up carpet tacks for the crowd.

My experience is that large corporations are just as temperamental, that is, have the same faults and perfections on the whole, as individuals. And this mental picture, with all its lights and shades, can generally be traced back to the head; the subordinates merely re-flect his diversities. There are There are exceptions, as in the case I have mentioned of John Wanamaker, but this may be due to new people. I have in mind at present two chain drug stores. In one of them the clerks are all smiling-commercially smiling-and efficient. In the other they are all dumbbells and always have been ever since this store was started. Why is that? I assume it is due to the manager. He attracts dumbbells. Indeed, probably one-half of the success of large retail concerns is due to the ability displayed in hiring the force.

And of what does this ability consist? Not alone in inspiring them with an esprit de corps, but of going along with them and

showing them how to discriminate among customers, prospective or otherwise, in order to determine their responsibility and fairness. There are always certain kinds of women who will order cloaks merely for the purpose of wearing them overnight and then return them. But these women are by no means in the majority. less in exceptional cases, both men and women can be trusted to pass on the merit of their own purchases with absolute fairness. And if, in the heat of dispute, they accept something which really doesn't belong to them, they are always secretly sorry, and generally do what they can to make amends.

Human beings in the aggregate are about the same as they always have been. They are fetish worshipers on the one hand or foes on the other. They will praise the merits of an article they like quite beyond its range, while if they dislike it they will damn it. Until I got my electric clock I hated all clocks. Now I begin to have a friendly feeling toward even the most irresponsible of them. After all, if a clock doesn't keep time, what difference does it make? Maybe it is better so. The biggest sinners are the most interesting. The exact ones are the bores.

And is it not true that getting my money back is only a part of it? That "I know just how you feel" is often worth more than

"Hansa," New Publication

Hansa, an illustrated monthly magazine, began publication at Chicago with a December issue. It derives its name from the old Hanseatic League and has as its editorial theme the "promotion of international understanding." It is published by the Continental Publishing Company, with offices at 205 West Wacker Drive. Otto F. Lohman is president and publisher and George L. Schoerger is executive editor.

Powers & Stone, Inc., has been appointed national advertising representative.

tative.

Joins Mackay Agency Harry Pearson, formerly with the Daken Advertising Agency, Inc., Seattle, has joined the staff of the W. V. Mackay Company, advertising agency of

Can a Man Be Lawfully Prevented From Using His Own Name in Business?

By John C. Pemberton

Of the New York Bar

IF your name by chance is Ford, there's no court, or statute or other man-made authority that can stop you from operating a nation-wide or a world-wide chain of Ford beauty parlors or barber shops. But when it comes to cars, you're simply out of luck. No matter for how many generations Ford may have been your family name, you can't use it on cars.

In the same situation are countless Smiths, Edisons and Tiffanys when they seek to deal in cough drops, electrical devices and jew-elry. In other words, the generally prevalent notion as to our inalienable birthright to broadcast and project our own very private and personal names, where, as and into such fields as we may see fit, isin matter of actual fact and lawsubject to endless exceptions. This often misconceived right is considerably circumscribed, delimited and as often as not, non-existent, if we are not the first-comers in our chosen field of commerce. Try and open a Childs restaurant in these United States, even if your name be Childs!

The theory, philosophy and reasoning responsible for our countless State and Federal decisions placing legal restraint upon the use a man may make of his own name, is the unescapable and unblushing truth that in instance after instance an individual's adoption of his own name in his own business amounts to misrepresentation. Did you ever hear of more than one Coty, Ford, Colgate or Vick?

It is not a question of a person claiming a monopoly in the use of his family name, for instance, Smith, but rather the recognized result that when a person's name has attained a wide reputation (Smith Brothers Cough Drops.

Campbell's Soups), it is entitled to as much protection as if it were an arbitrary or fanciful word or mark (as Probak, Jell-O, Eskimo Pie). Obviously the only adequate relief possible is to enjoin the use by another of the name Waterman in the pen business, the name Hires on root beer, etc., or to place such limitations on their use as will, more often than not, nullify any further reason or desire for their use in that particular line of business by the proud and ambitious bearer of the name.

Even prefixing initials or given names (first names) rarely avoids infringement in personal name cases. In one of the Walter Baker & Company chocolate suits, Judge Lacombe once said:

The public does not go into the minuter refinements of the title or label. Whether it is described as "Walter Baker's Chocolate," or "William Baker's Chocolate," or "W. H. Baker's Chocolate," or "W. H. Baker's Best Chocolate," or "W. H. Baker's Best Chocolate," so long as the title contains the words which, in trade and among consumers have come to be the every-day designation of complainant's goods, the chocolate so labeled will naturally be assumed to be complainant's unless special care be taken to indicate that it is not.

Other examples where the use of initials or of a man's entire name have failed to avoid confusion and have therefore been absolutely enjoined by the original user, are R. T. Royal by the Royal Baking Powder Company; Paul Westphal by Westphal's; B. L. Macfadden by Macfadden Publications, Inc.; William A. Woodbury by the manufacturers of Woodbury's Facial Soap; Charles S. Higgins by the Higgins (Soap) Company; L. F. Pillsbury by Pillsbury, Washburn Flour Mills Co.; Dr. J. H. McLean's Universal Pills by Dr. McLean's Liver Pills, etc.

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SERVICE is perhaps the most abused and misused word in the English language. It may mean much in general and nothing in particular. It frequently serves as a bait to lure unmerited patronage and raises high hopes which cold performance dashes to earth. Service can never rise above the collective ability, intelligence and honesty of those who promise it, any more than water can rise above its level. To know how, to do willingly and well, to do more than expected, any time—all the time—is Service. It is always recognized and appreciated, because it is unusual

McGRATH ENGRAVING CORPORATION PHOTO ENGRAVERS ELECTROLYTIC HALFTONES

500 SOUTH FRANKLIN STREET, CHICAGO



UNbeatable Reader Influe Inte

1930 SALES GAINS CLOSELY RELATED TO NEWSPAPER ADVERTISING: Reports from 108 Spokane firms indicated that 1930 Spokane Country sales are beating the average for the four years 1926 to 1929, inclusive, by \$19,694,534 (5.1%). A breakdown of reports into 33 lines of commodities, compared with advertising used in the REVIEW and CHRONI-CLE, reveals these facts: Of the 33 lines, 10 showed increase in sales, representing, it is estimated, 75% of the total volume. 16 of these 19 showed increase in lineage used in the REVIEW and CHRONICLE. 14 of the 33 lines showed decrease in sales (25% of volume), of which 13 also showed decrease in advertising used in the REVIEW and CHRONICLE.

90% OF "FIRST IN SALES"

PRODUCTS ADVERTISED REVIEW AND CHRONICL Surveys on Soap, Tobacco and Rad covering over 1000 dealers and 21 consumers, with 535 different bras involved, revealed that 64 brands h been advertised in THE SPOKE MAN-REVIEW and CHRONIC and, estimated, enjoyed over 65% of sales. 22 brands ranked "first in sales and 20 of these 22, or 90%, were of and CHRONICLE (largely exclusive wed that other media); and nearly all the second of t sistently advertised in the REVIE best sellers were also advertised these papers.

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rtised | THE SPOKESMAN-REVIEW NEW ND SPOKANE CHRONICLE—N AL UPLICATED)—102,247 URBAN AMILIES: A survey covering 22,685 milies in Spokane and 161 Spokane auntry towns revealed these facts:

Combined of coo circulation is 86% UNduplicated; REVIEW and CHRONICLE home-delivered coverage of Spokane metropolitan area is 98.1%; Coverage Spokane and 354 towns within 100 miles is 08.4% truly an unbeatable coverage of a market well worth winning completely, where THE SPOKESMAN-REVIEW and CHRONICLE as advertising media alone do the job.



COWLES PUBLICATIONS

wASHING JUN FARMER, ORE-CON FARMER, IDAHO FARMER —Over 110,000 Net Paid Circula-tion, 81% UNduplicated with Any Other Single Farm Paper—In a Field with Farm Buying Power 41% Above the Nation's Average.

T FA DUT THE SPOKANE COUNTRY"

However, as in most legal matters, there are some exceptions, and an example is the recent decision of the United States Circuit Court of Appeals for the Second Circuit, in which it was held as follows:

Because of the secondary meaning, Frank Rademaker cannot call his Hopjes merely Rademaker's Hopies; be can, however, call them Frank Rademaker's Hopies, provided that in so doing be makes it clear that they are his own and not plaintiff's product. The district judge deemed the color and marking distinctions of the labels on the individual pieces of candy and the labels on the boxes sufficient to avoid unfair competition but the markings of the individual wrappers present the important problem in this case, in our opinion.

In the following cases the use of personal names by the bearers thereof have sometimes been absolutely prohibited and enjoined and sometimes prohibited except when accompanied by restrictions which have rendered their use of these personal names practically valueless to the second and later comer in the field.

Last July the New York Supreme Court prevented the defendant, who had a daughter named Lois, from operating a restaurant in Niagara Falls under the name of "Lois Restaurant," in close proximity to the plaintiff's which had been well and favorably known for a considerable period of time as "Louis Restaurant."

The Court said:

Resemblance here is very striking to the eye, even though the ear may find marked differences. It is not necessary that the attempted simulation should be identical to constitute an infringement.

In January of last year the Supreme Court of Oklahoma granted an injunction against the plaintiff's son who sought to do business under the name of Carl Flora Shirt Company in competition with his father's well-known firm, Flora Shirt Company. In the opinion of the Court we find the following:

As was said in the case of J. I. Case Plow Works vs. J. I. Case Threshing Machine Company, the legal principles which are controlling here, are simply the principles of old fashioned honesty. One man may not reap where another has

sown, nor gather where another has strewn.

Within the last few months the United States District Court for the Western District of Washington denied the defendant the right to use in connection with its retail establishments or otherwise, the words, "Horluck's Malted Milk Shops," on account of its similarity to the well-known name, "Horlick's," in connection with malted milk. The Court held:

The admitted fact that before defendant Horluck's acts complained of, the words "Horlick's Malted Milk" had come to mean and be understood as descriptive of plaintiff's product and no other, coupled with the similarity of the names "Horlick" and "Horluck" makes it reasonably certain that advertising by the defendant such as above set out, with the word "Horluck" prominently and closely associated with the words "Malted Milk" would mislead a part of the buying public. Plaintiff's prayer for relief will be granted.

In March of this year R. H. Macy & Co., Inc., satisfied the United States District Court for the Northern District of Oklahoma, that an injunction should be granted against Macy's, Inc., in the city of Tulsa. The Court stated in its opinion:

The evidence discloses that the name "Macy's" is connected with a well established business and it was equally well proven that such business extended to the place where the defendant employed the same name for the carrying on of a similar business. Plaintiff's property right in the word "Macy's" is the expectancy of future business which grows around its trade-mark or trade name. An appropriation of such a name may interfere directly with an expectancy and deprive the owner of its selling market.

In New York in February of this year the Supreme Court denied a Mr. Zinox the right to sell ladies' hats on account of the similarity in sound between his name for hats and "Knox," a name long and favorably known in connection with ladies' and gentlemen's hats and other articles of clothing. The Court held in this case:

It is undenied that the trademark or trade name "Knox" has been in use by the plaintiff for generations past, while that of the defendant has only come into existence since the month of December, 1928. The traclose r

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From the preceding cases the reader may jump to the conclusion that even though a later comer in the field may not use his name in the same line of business as the creator of the reputation therefor, he may feel free to use such name in a different line of business. That no such hard-and-fast rule can be made is suggested by the case of Armour & Company v. Armour Tire & Rubber Company.

In this case it was brought out that Philip D. Armour and his successors had since 1868 used their surname, "Armour," as a trade-mark, first on meat products then on by-products of the meat industry, such as glue, ammonia, fertilizer and soap, including soaps for automobiles, whereas, the defendant, Armour Tire & Rubber Company, was a manufacturer of automobile tires and other rubber goods. The United States District Court for the Southern District of Ohio held here:

True it is that the plaintiff in all its history and in the development of its varied products of manufacture, has never engaged in the manufacture of automobiles. There is no absolute and direct competition in this field. Under the modern trend of judicial decision, this direct comof judicial decision, this direct com-petition is not a necessary element. The inescapable conclusion drawn from the tenor of the entire record is that the use of the word "Ar-mour" was selected for the purpose of confusing the public and leading defendant's patrons to believe that its products were those of the plain-vier.

For more or less similar reasons, absolute or limited injunctions have been granted against any other individuals engaging in the business of manufacturing and/or selling Bosch radios, Waterman pens, Knabe Brothers pianos, Henderson's seeds, Chickering pianos, Rogers' silverware, Yale locks, Dobbs hats, Williams' soap, and so on.

Throughout all of these cases the courts have assumed that no rule of thumb can be applied by which they may say how long one must use a surname to establish a reputation (secondary meaning) for a personal name or other mark. At this point it should perhaps be made entirely clear that there is a sharp distinction in law and in trade between the primary and the secondary meaning of a personal name. "The primary meaning is simply that the goods come from a person of that name. The secondary meaning is that the goods come from a particular person of that name.

Put in another way, this simply means that when you pay your nickel for a package of Wrigley's chewing gum you expect to get a particular Wrigley's gum. Hence the personal or surname "Wrigley may be said to have acquired a secondary meaning, which the courts are alert to protect whenever appealed to upon a proper showing of facts.

In the language of Edward S. Rogers of our New York and Chicago Bars:

"It is not a question of exclusive right but of misrepresentation. This being so, to sell any soap, except the one with which the word 'Woodbury' is associated in the public mind, as Woodbury Soap, is to misrepresent its origin and to deceive.'

And with this language the United States Supreme Court subsequently saw fit to agree throughout, in refusing to review an injunction forbidding the use of the name Woodbury on the wrapper of soap made by or for a certain William A. Woodbury, a later or second comer in the field.

In conclusion, it may be noted that many nationally known personal names have been registered in the United States Patent Office as a result of their having been exclusively used as trade-marks for a prescribed period of time. these cases another user of the same name not only becomes liable to suit for unfair competition, but to suit for trade-mark infringement as well.

It is well to remember that: "The purpose of the trade-mark law is as much for the protection of the public as for the manufacturer or dealer. The public has a right to know the origin of goods and commodities which it purchases."



An Art Director Speaks a Few Words on Art Butchering

Just How Far Should a Client Be Allowed to Go in Criticizing

Art Work?

By an Art Director

Illustrated by the Author

ONE of the most frequent wails from the advertising agency art director is that his work is so often not properly presented to the client. So much has been said about this in almost every agency

that I rather hate to add anything. I feel that both art and copy are more favorably treated than they were a few years ago. However, there is much to be said before some agencies realize that they are making a lot of unnecessary work for themselves because there is not a proper understanding between them and their clients regarding art and copy. So much good stuff has been sunk and much bad stuff run simply because certain advertising managers, or their employers, have not been capable of fairly judging the work. Too much criticism of a purely personal nature is what I have complained of most of all, and I know that most of my friends in advertising will agree that this sort of criticism is the hardest to overcome.

An art director in one of the larger agencies was telling me a story a while ago that was quite appalling but rather interesting. His shop had been working on a new account, a well-known brand of shoes, but one that had not used national advertising to any great extent.

Copy and layouts had been presented with the plan, and the manufacturer had, with a few minor changes, approved everything. Fin-ished art was ordered on three advertisements, and before very long the first painting was delivered by one of our foremost illustrators. It was shown to the advertising manager by the representative, who returned to the office crestfallen. He dashed into the art director and babbled incoherently. The client had not only disliked the job but had asked for so many changes that the picture would be ruined if half of them were to be carried out. The art director went over the complaints thoughtfully, and then asked if he might accompany the representative when he saw the client the following day.

When they arrived the advertising manager was surprised to see m. I,

the parm.

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the painting under my friend's arm.

"You don't mean to say that you've made those changes in such a short time!" was his greeting. It was explained to him that they thought it better to have the art director hear, first hand, what was wrong. And so the fun began. The picture was placed against the wall, in a good light, and the advertising manager stood before it, lips pursed and with a slight frown on his smooth pink face. He finally began his mighty tirade which ran about as follows:

"Now, I know that you fellows know your game, and I want you to feel that I'm here to help you. I'm sure we'll get together fine. As I say, I'm here to help you, not to put obstacles in your way—but there are some things that I believe you've got to learn before you can do much for us. It takes a long time to get the hang of it, for the shoe business is not like any other business on earth. Our business is different.

"I'm not a boastful man, any of my friends will tell you I'm not, but I may say that I know the shoe business from the ground up. Twenty-five years since I joined up with the Ellerson Company, and I've been hard at it ever since. There are not many men in this country that know shoes as I do. So I feel that I'm qualified to put you fellows right on what we should do—especially in the way of illustration.

"I draw a bit myself, have always made my own layouts, and I take a great interest in art. There never have been better shoe drawings made than those in our catalogs. The chap, up in Boston, who does those for me is a master. the best shoe artist in the United States. Here, take a look at this batch of drawings he just sent down. How's that for patent leather? You can almost smell these shoes! That's what I call art. Talk about photographs, these have them beaten a mile and, until I tried it, I thought the camera couldn't lie.

"But about your picture. Why, that girl's shoes are all off. We wouldn't dare run that thing as it stands — our competitors would laugh their heads off."

The representative interrupted at this point: "But Mr. Jones, you mustn't overlook the fact that we must do more than merely show shoes. In this series of paintings we are endeavoring to convey an impression of quality and style. The woman in this picture is fashionably gowned and is shown in a setting that is in perfect taste, and which harmonizes with her costume. We feel that it is more important to create the right atmosphere than to show a certain style of footwear. After all, the shoes in this painting are yours, even if they are not as accurately drawn as those you've just shown

"That may be, but they look sloppy to me, and if that girl is stylishly dressed, why I just give up. If my wife and daughter ever appeared in a get-up like that I'd leave home. I never saw anything like it in my life . . . it just looks fumny to me."

The Art Director Is on the Defensive

He paused, for he couldn't think of anything that was damning enough. So the art director said his little say: "This artist we're using is one of the very best that I know of for the type of thing we're trying for. He has lived in Paris for years and knows many of the famous dressmakers there. I think he has excellent taste and a truly remarkable color sense. The gown in this picture came from Lanvin's, and he was assisted in his choice by the fashion editor of one of the leading magazines. I was terribly disappointed when I heard you didn't like the job, for I'm mighty keen about it. After all, you liked the sketch, and this is in the same spirit."

"Well, I don't know much about mood or spirit, but I do know the shoe business, and I guess it's a good thing that someone around here does. And I know something about style, too, for styles in shoes change pretty often. What I say is that we are out to sell shoes and that we mustn't overlook that little fact for a moment. I'd like

to see a little more of the shoes and a little less spirit and atmos-

He went on for some time along these lines, and the representative and my poor friend were beginning to feel a bit numb when relief arrived. The telephone rang. The advertising manager picked up the receiver and after listening for a moment, muttered a reply and hung up. He explained that he would have to leave them for a few min-Mr. Brown, the president, was in town for the day and must see him. He returned shortly with Mr. Brown who apologized for breaking in on the "conference, but as he had heard that the first picture had come in, he thought he would like to see it.

He stood gazing at it for fully two minutes and then turned to the art director: "It looks good to me, young man. I'm not what you'd exactly call an art critic. and I often wonder what our advertising would look like if I planned it, but I do know that that picture has style, and that's the main thing now. Everyone knows that I make a good shoe, and I want them to know that I make shoes that have style and distinc-When I go over to Paris next spring I'm going to have some of the very best designers I can find do some sketches for me. I'd like to have a talk with you fel-lows about it when I have a little time. I have to take my daughter to tea now. See you soon.

"Well, I guess that's that," said the advertising manager when he had gone. "What Mr. Brown says goes, of course, but I never was so surprised in all my life."

And so the campaign was run as

This is the story as it was told to me. Perhaps this sort of thing doesn't happen often, but there are moments in it that we have all been through. Of course, this particular advertising manager is an extraordinary example of the spe-cies, but I've known a couple that were almost as bad. They were such detail hounds that they could not possibly judge any sort of advertising except perhaps certain kinds of dealer mailings. Of the many men that I've met who rep resent large concerns, I can recal but two who are capable of judg

ing both art and copy.

At one time I did quite a hi of work for a chap who had fin taste and appreciation of anythin artistic, but hadn't the slightest no tion of good copy, although he in sisted on re-writing most of th agency's stuff. I once showed friend some proofs of the work had been doing for this firm an he started reading aloud the comon a full-page magazine advertise ment. It didn't really say a thin -it was so full of contradictor statements. The man who wrote it knew what it meant but he ha made a fine mess of what was probably a pretty good piece of writing. His trouble was that h was never satisfied with copy that was not phrased in his own style His attitude toward layout and ar was always impersonal but toward copy never.

Silly Changes

When I think of some of the silly changes I've seen made in copy and art simply to please the whims of clients, it makes me fee This man didn't like rather ill. red, that one disliked sub-headings and another had a passion for hold lettering.

Some years ago I was art director on an account that interested me very much. We had prepared the sketches for a new campaign and I had ordered several finished drawings, which, when they are rived, were all that I had hoped for and a bit more. I turned them over to the representative, who was enthusiastic. However, the client was not, and we had a lot of changes to make. I knew that most of these changes would not harm the drawings and the artist agreed with me. They were finally passed.

The next drawing came back to me with a typewritten sheet of client's criticism. I read it all and decided that something must be done, for the picture was a sound piece of work that I had passed wholeheartedly. The changes suggested would wreck it, and if the drawing were to be made over folwho rep can recal of judg uite a bi o had fin anything ghtest no gh he in

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On January 1st, 1931

THE KENYON COMPANY, Inc.
OF BOSTON

becomes

DORRANCE, KENYON & COMPANY

INCORPORATED

260 TREMONT STREET, BOSTON



The New England Division of

DORRANCE, SULLIVAN & COMPANY
INCORPORATED

130 WEST 42nd STREET, NEW YORK



The RIGHT product: markets
and competition: sales methods
—— and then ADVERTISING

ne in 19

as in 1921

ACH time a general business L depression occurs, certain companies emerge practically unscathed - even though the majority of concerns in the same fields are seriously affected.

Somehow or other, consumerdemand for their products not only holds up, but actually increases ... While others are firing—they are hiring, and steadily building up their organizations as in normal times ... And their profit sheets show an increase which is doubly gratifying to stockholders during a period when curtailment of earnings is almost universal.

So it was in 1921. And so it was again in 1930.

Those who feel the pinch of depression most keenly often find it puzzling to observe others making gains in spite of existing conditions. It seems almost unbelievable

that anyone can be earning sub tial dividends when 95% of competing firms in the same have been forced to pass the

Yet such things happen. know, because we happen observing several such instance close range today.

For example—one of our d manufactures a product which through drug stores. Not a n sity by any means. Business in particular line has been quote about 25% off. Yet our cli volume in 1930 was 35% gr than for last year-without ab mal advertising expenditus price reduction of any kind.

Another client in the group field, with over 200 compe brands arrayed against his prod has achieved a gain of 40% w represents many millions of cago: chandise units in excess of last

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LION I

a third client who renders tion-wide service has not only eased volume, but has had to ment the company's production almost 50% to take care of itional business.

here is nothing mysterious ut the 1930 experiences of any these clients. Resourceful agement, concentrated sales

effort, and advertising have all played a part.

However, it is interesting to note that each of these clients has always exhibited a strong preference for business-like advertising copy that is aimed definitely at the average consumer-copy that is designed, above all, to sell goods -and designed to sell them now.

partial list of products sold through diversified retail outlets advertised through Ruthrauff & Ryan:

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STANDARD STATISTICS

NOXZEMA

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TRUE STORY CROWN

BLONDEX

WOLVERINE Hovsehide Work Short

HEADLIGHT

quote ur cli WHITE CROSS 5% gn

NU-WAY

TUMS

LION MILK

EVERY DAY MILK

ALPINE MILK

e gro TT RYAN, Advertising

New York: 132 West 31st Street

cago: 360 N. Michigan Ave. > St. Louis: Arcade Bldg.

lowing the client's ideas, it would have been bad from a selling point of view as well as artistically. sent the picture back to the chap who was contacting the account and asked him if I might call on the advertising manager the next time he went to the factory. He jumped at this suggestion, and the following day saw us on our way, the drawing under my arm.

When we arrived we found that one of the officers of the company was with the advertising manager and that they would both see us. I felt that this was getting off to a bad start, nevertheless I put the drawing against a chair and began at once to tell them my reasons for not wishing to make the changes. I went over their criticisms, one by one, and soon convinced them that it would be best to let it alone. They seemed so reasonable that I really felt a bit confused and began, in rather a rambling fashion, to talk of the difficulties of art directing. Suddenly one of them shot a question at me that, for diplomatic reasons, was mighty difficult to answer.

He wished to know exactly how far the client should go in criticizing art work. As this was one of my best little subjects I decided to take a chance with their good nature and let them know how I, and most of my art directing

friends, felt about it.

Briefly it was this: A piece of copy that tells a story interestingly and convincingly should not be cut and rephrased merely to suit someone's personal views, and a drawing that does what it is supposed to do should not be tinkered with

on the same count.

A picture of an automobile is shown to a client. He knows much more about that particular car than I, or the artist who made the drawing, ever will, so when he tells me that the cowl is a bit too long, or that the steering wheel is set at the wrong angle, I am eager to have his criticism, for it is helpful. But when he tells me that he doesn't like the hat worn by the man driving the car and that he would like us to change the color of the sky, I feel that this is a bit thick and that he has overstepped his bounds.

Am I not a better judge of these things than he is? If I'm not, the agency that engaged me as an director made a fairly important mistake. If they think I'm quali-fied to pass on matters of taste the client should.

This was what I told them, and as I finished I realized that it sounded mighty dictatorial. However, neither of them seemed the least annoyed and they both agreed In fact I began to with me. wonder whether I had stated my case strongly enough-perhaps they hadn't understood. But in the conversation which followed. made it clear that they not only understood, but that our little talk had been most helpful in clearing up a point that was a sore one to both of them, as all of their advertising material had to be passed by a committee of three and practically all of the criticism was of a purely personal sort.

As long as I worked on that account I had very little trouble and I believe that it was due entirely to the fact that we had an understanding at the beginning. joyed the work and always looked forward to a visit to the factory.

So I am making a plea for a closer relationship between the art director and the client, for I think that he can often iron out troubles that the representative cannot, and secondly, I am pleading for less personal criticism from clients. It is difficult enough to prepare a campaign under the best auspices. but when one must consider the likes and dislikes, the whims and prejudices of those who pass on our labors, it becomes a worrying, unpleasant task.

I said at the beginning of this article that conditions are much better than they used to be. They certainly are. Even advertising managers have improved.

> Appointed by Ahrens Publishing

John H. MacCorison, for the last two years a member of the advertising staff of the Ahrens Publishing Company, New York, has been advanced to the position of advertising manager of the Institutional Jobber, published by that company. Gene Van Guilder, formerly a member of the editorial staff of the Institutional Jobber, has been made editor. Jobber, has been made editor.

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Denmark Gets an Audit Bureau of Circulations

YEWSPAPER and periodical publishers in Copenhagen officially have agreed to form an Audit Bureau of Circulations, patterned after the American Audit Bureau of Circulations. This new unit in Continental Europe will be under the control directly, of the Danish Advertising Association.

News of the Bureau comes to PRINTERS' INK from H. Wahl Asmussen, of the Gutenberghus Advertising Agency, Copenhagen. He explains that negotiations regarding a Danish A. B. C. have been going on for several years. Impetus was given to the move-ment by the visit of John Benson, president of the American Association of Advertising Agencies, who met with Danish publishers and agency executives and set forth the advantages to be gained from formation of an audit bureau.

The Danish bureau has already commenced activities. The first statement of member publishers, it is expected, will be published early in January. It will be under the supervision and control of the Danish Advertising Association which owns and publishes a monthly, "Dansk Reklame" which will contain the various A. B. C. figures as these are made public. Offices of the association are at Bernstorffsgade 17, Copenhagen K.

To one man, according to the report sent PRINTERS' INK, belongs a great deal of the credit of creating the Danish bureau. He is John Borreson, for four years chairman of the Danish Advertising Associa-

A. B. Stiller Advanced by General Tire & Rubber

General 1 ire & Kubber

A. B. Stiller, for the last fifteen years advertising manager of the General Tire & Rubber Company, Akron, Ohio, has been promoted to the newly created position of merchandising manager. John A. Kick, at one time in charge of the Chicago territory for The Saturday Exeming Post and before that advertising manager of The Edison Appliance Company, Chicago, succeeds Mr. Stiller as advertising manager.

"Extension Magazine" Appoints Howard Schultz

Howard Schultz, formerly with the national advertising department of the New York Evening Graphic, has been appointed Eastern representative of Extension Magazine, Chicago, which has established a New York office at 45 West 45th Street. Western advertising representation of Extension Magazine will be handled direct from its home office at Chicago, effective Lanuary 20. Chicago, effective January 20.

To Manufacture Sound-Film Advertising Projector

The Auto Cinema Corporation and RCA Photophone, Inc., have become associated in the manufacture of a soundsociated in the manufacture of a sound-film automatic advertising projector. The Auto Cinema Corporation, which has been marketing a silent motion picture advertising projector for several months, will lease the new projectors which will be serviced by RCA Photophone, Inc.

James Maratta Joins Coal Carburetor Company

James Maratta, who has been with the Minneapolis-Honeywell Regulator Company as director of retail sales in charge of the New York and Phila-delphia retail organizations, has joined The Coal Carburetor Company, New Brunswick, N. J., as vice-president and general sales managed. general sales manager.

Death of C. T. Miller

Clifton T. Miller, associated with Fox & Mackenzie, Philadelphia advertising agency, died at that city last week. He was fifty-two years old. He had formerly been with N. W. Ayer & Son, Inc., the J. Waiter Thompson Company, Inc., and the Crowell Publishing Company.

Draper Maynard Account to Badger and Browning

The Draper Maynard Company, Plymouth, N. H., manufacturer of sporting goods, has appointed Badger and Browning, Inc., Boston advertising agency, as advertising and merchandising counselor.

M. C. Aldrich with Flint-Bruce Company

Morgan C. Aldrich, for the last six years director of the retail service division of the Periodical Publishing Company, Grand Rapids, Mich., has been appointed publicity director of the Flint-Bruce Company, Hartford, Conn.

G. F. Libbey to Direct Master Lock Sales

George F. Libbey, for the last six years assistant manager of sales of the Master Lock Company, Milwaukee, has been appointed director of sales of that company.

Fifty Thousands



THE ASSOCIATED

TWO-NINETY-FIVE MAD

Jan. 1, 1931

ons of Steel ···

waiting for a tiny ...hot...blue flame

WHEN the concentrated power of a cutting flame applied at the vital spot severs the last restraining bar of metal, all the force of the ship's great weight carries it swiftly to the sea.

Business for 1931 is ready, too, for the launching. It will start when the effective power of advertising is concentrated at the vital spot where it counts most.

If you want empty shelves to fill, if you want idle factory wheels to turn again, direct your advertising at the first buyers.

Business papers will carry it there. They provide the shortest, quickest route direct to the first buyers in your field, whether they are located along the avenues of trade or of production.

This advertisement, published in the interests of more effective advertising, is sponsored by the A. B. P., an association of leading industrial, technical, professional and trade publications pledged to maintain honest, known, paid circulation, straightforward business methods and editorial standards that insure reader interest.

USINESS PAPERS, INC.

MAD ENUE, NEW YORK CITY

Customer Control—a New Retailing Trend

The Large Department Stores Have Decided to Get Acquainted with Their Customers

By Ruth Leigh

MANUFACTURERS who sell to retail stores, especially de-partment stores, will be interested in a new trend in modern retailing, known-although the term is

a misnomer—as customer control. Actually, it is an attempt to study customers, not to control them, although in store circles, the term, customer control, seems logical enough, following such recent innovations as unit control, expense control, buying control, and the like.

Customer control or study is, in its most simple terms, an attempt on the part of large stores to get acquainted with their customers, their needs and their buying habits. Not that the customer is aware that this is going on. It is simply that, behind the scenes, department stores are trying to get back to simple retail fundamen-

As the modern retailer can hardly carry on the intimate sort of customer contact, common with a past generation of storekeepers, so large stores are atpatrons in as efficient and scientific a manner as possible.

All this is not an especially new innovation in retailing, because there have always been alert merchants who have endeavored to keep in close touch with what customers were buying, and why they stopped. It appears, however, that modern department stores have

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Store executives have begun to realize that in the excitement of



Courtesy "Dry Goods Economist"

tempting to find out all Many Stores Are Finding That Their Carefully they can about their Planned Attempts at Ensemble Buying and Selling Are Actually Failing of Their Purpose

doing volume business during the last ten or twelve years, they have concentrated on rapid turnover, low inventories, service to customers, style, merchandise controleverything under the sun to speed up sales-yet, at the same time, have overlooked what customers

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y retail conditions that have led the necessity of customer study control:

ere doing, thinking and buying.

ot that they overlooked studying

First, a recognition of the modn customer's fickleness, her perstent habit of shopping around. stead of patronizing certain ores or departments regularly, formerly, the modern woman mys here today and there tomorw. It seems as if no store, no atter how liberally it treats its atrons, can count upon more than few weeks' or a season's conecutive patronage of Mrs. Con-umer. Whether this is the result modern restlessness exhibited in he public's buying habits, no one nows, but almost every modern etailer, large or small, will agree hat this tendency of women today drift from store to store is one f the most difficult customer attiudes to combat.

A customer's loyalty is a thing f the past, it seems, and modern etailers, acknowledging the fickle, asual, restless character of shopers, are attempting, by customer ontrol, to find out how much of his can be traced to weakness on he part of the store's selling, its ervice, or dissatisfaction perchandise. The necessity for uch information was shown in a ecent survey of one of the most necessful department stores in the United States; ten different deartments of this store were chosen t random and the repeat purhases of customers studied in reation to the original purchases. Only two of the departments howed as many as half of the ustomers repeating their hases in six months!

Second: Many stores are finding hat their carefully planned atlempts at ensemble buying and sellng, although apparently gauged to resent-day consumer shopping, re actually failing of their purose. What happens is this: a

store carefully co-ordinates buying of, say, shoes and hosiery, furniture and rugs, glassware and table linen (I mention related merchandise in two's merely for illustration)-only to find that Mrs. Consumer, oblivious or indifferent to all this, still buys her shoes at Blanks, her hose at White's, or her rug from a local store and her furniture from a nearby big city

Stores are finding, by statistical analysis, that customers are not actually buying on the ensemble plan. A recent table in the Retail Ledger, for example, presented the following average percentage of charge customers patronizing fifteen leading departments of twentyfive department stores in all parts of the country:

	Depar	tmen	ıt									E	'n	ere	cent	uge
1.	Depar Hosier	у .													53	-6-
2,	Toilet	Goo	rds.												46	
3,	Under	wear													40	
4.	Silks								_						38	
5.	Men's	Fu	rni	sh	ŵ	ni	R	B							38	
6.	House	Fu	rni	sh	ı	n	ø	8							37	
7.	Dresse	. 8													35	
8.	Shoes														33	
9.	Millin	ery													27	
U,	Lanens										*				24	
1.	Boys'	We	BF												37	
2.	Conts														16	
3,	Men's	Clo	thir	ıg											11	
4.	Furnit	ure									ž.				10	
5.	Girls'	We	ar	*								*			10	

From this tabulation it will be seen that hosiery is the only department which apparently attracts more than half of a store's charge customers. Whether customers are actually buying on the ensemble plan, assembling complete outfits or home interiors, is one of the things that customer control or study aims to determine.

Third: Stores are recognizing that a study of customers' buying habits is an almost indispensable means of reducing waste in advertising and sales promotion. In direct mail alone, the check-up of mailing lists has effected remarkable savings. The sales promotion manager of a Des Moines, Iowa, department store, discussing savings effected by customer control, pointed out: "A Babyland event which we recently exploited with a full page mailing piece, mailed under one cent permit, brought a response exactly double in volume

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EXCERPTA

from advertisements that have appeared in The New Yorker during the month of DECEMBER. 1930

WEAPONS

OF PEACE "The bottle opener is mightier than the rolling pin."

Hoffman Ginger Ale, Dec. 6, Page 61.

TEAM WORK "this motor car has no 'star' part. Within it no single feature, regardless of how spectacular such a part's possibilities may loom in the strategy of the sales force, is permitted to flourish at the expense of any other . . ."

The Lincoln, Dec. 6, Page 37.

WHISPERINGS "They come to your home and they drink your cocktails—and then, behind your back, they say: 'What is it he does that makes them taste so terribly?'"

The Savoy Cocktail Book Dec. 6, Page 44.

VITAL STATISTIC "Christmas hint — most men wear size 8."

Fownes Gloves, Dec. 13, Page 43.

FESTIVE NIGHT "R ching-ching! Ring-chinge that's sleigh-bells jingling girls off to the ball. Hush-hush-hush! that's snow falling on high Diamond and the tall lighted tow Chateau Frontenac on Year's Eve."

Chateau Frontenac, Dec. 13, 1

EGO "In all the world is nothing so close to the of a woman as her opini her own good taste."

Guerlain Perfume, Dec. 6, h

JOBS WANTED "This statistics. It's people. Del people who are up again right now!"

Emergency Employment Com (space contributed by Black, S Frost Gorham, Inc.), Dec. 6, Pa

RECIPE

FOR ROMANCE "G cooks never need lack lovers."

Frigidaire, Dec. 6, P.

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MON BOND "Even peoho have everything have

Macy's, Dec. 20, Page 64.

Jan. 1, 1931

ARRASSMENT "The thing for which Calavos rize is their formidable of health virtues."

Calavo Growers of California Dec. 20, Page 38.

ited tow on

N BREAK "Concen-Pup! . . . Have you ever o tell a lady who likes you much, and has been ternice to you, that you are going to see her again? have? . . . How did you Oh! . . . vou telephoned

Theatre ('The Devil to Pay') Dec. 27, Page 47.

WARNING "The contents of the 'innards' should be labeled POISON!"

> Phillips' Milk of Magnesia Dec. 13, Page 128.

"The wise take ESOTERIC suggestions only from the wise." Lux Toilet Soap, Dec. 6, Page 43.

LE MOMENT

INCONGRU "When dawn of the New Year finds you still attired 'en soupe et queue d'hirondelle' (in soup fish). Voilà! (pronounced voila). Be nonchalant."

Murad, Dec. 27, Page 39.

THANKS! "... and of course every thinking man looks for a year of 'The New Yorker' in his Christmas stockings. . . ."

John Wanamaker, Dec. 13, Page 3.

Sophistication has, unfortunately, come to mean a great deal that is false, and little more than a cultivated boredom. Though the original meaning of the word is entirely lost, we venture to define it (for contemporary use) as just the opposite, viz.-a cultivated participation in the life of this fascinating era. Sophistication, in this sense is often expensive, but well worth it.

25 WEST, 45th STREET NEW YORK CITY

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anything we have done in five years. It was mailed, of course, only to those women who had made purchases in Babyland. Both our seasonal silk events went far over their quotas. We mailed only to those people who had bought in one fabric section or another, thus indicating that they sew."

Fourth: As part of their customer control plan, stores are an-alyzing customers' purchases by price, in order to study the success of their price lines. It enables them to get an exact check on their buying and merchandising efficiency, as well as a check of the popularity of relative price lines in var-

ious departments.

Fifth: An obvious branch of customer control is a study of the store's charge accounts, to determine not only what present customers are buying, but also to keep track of customers who, for some

reason, stop buying. From this brief summary of the objects of customer control (and it is only a partial list), it is evident that what stores are attempting is to fix a microscopic eye upon the activities of customers and to ask such questions as: what,

why, when and where?

At this point, you may wonder: what is the difference between customer control and studying consumer demand? Are they not, in effect, both aiming at the same result? Keen store executives are finding in customer control a surer, more satisfactory basis for formulating advance plans than the hunch or guesswork of stylists or merchandising experts, no matter how successful. As one store official explains it: "We are firm in the belief that what a woman has bought is the best indicator of what she will buy." To be sure, stylists have taken-or should take-this into account, but stores find that many stylists, avid for new style trends, overlook this very obvious source of information.

How are stores handling this business of customer study or control? Largely through their accounting records, by minute analysis of charge accounts, mail orders and sales records. Various tabu-

lating, recording and system organizations have worked out remarkably informative customer record systems and devices which surprise even store executives by The their speed and efficiency. whole aim is to throw the spotlight on the customer who is now buying, the woman who has stopped buying, and the one who buys in only part of the store.

As to how customer control affects manufacturers, the best answer lies in the remarks of J. C. Neal, sales promotion manager Younker Bros., Inc., Des of Moines, Iowa, speaking before the Advertising Federation of America: "Today, we find many manufacturers realizing that their volume is slipping. They have been losing retail outlets steadily. What has this to do with customer study?

"Simply this: with the facts we have obtained from our customer study, we have been able to conthe manufacturer that Younkers has a ready-made market for him. He is surprised to find how this store's charge patrons live in every county of the State; how readily they get into their cars and make a shopping trip to Des Moines; how people from smaller cities and towns are interested in buying better merchandise. This picture shows the manufacturer that Younkers is the logical outlet for him, if he would cultivate this rich Iowa market. He is ready to give us every assistance in selling more of his goods in our store.'

Joins Allan M. Wilson Agency

Allan Jackson, formerly with radio station KNX and the United States Broadcasting Company at Los Angeles, has been appointed radio account executive of the Allan M. Wilson Company, advertising agency of that city.

Mantel Account to O'Keefe

The Jacobson Mantel & Ornament Company, New York, has appointed the office at that city of the P. F. O'Keefe Advertising Agency, Inc., to direct its advertising account.

Following the merger of the Bank of America and Bank of Italy, Los Ange-les, Winfield Barkley, former advertising manager of the Bank of Italy, has become assistant advertising manager and assis-tant publicity director of the Bank of America.

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THE advertising and publishing division of the Cook County Emergency Relief Campaign has now oversubscribed its quota by 52 The e spotlight now buyis stopped per cent. The quota is \$50,000 and o buys in abscriptions from this group have passed the \$75,000 mark. r control quota average for all groups in the smpaign is 58.5 per cent of the \$5,000,000 total, and the advertising and publishing group stands fourth in the percentage list of twenty-six trade divisions. It is one of seven which have oversubscribed their cursibed their survey. the best rks of J. manager nc., Des g before

Chicago

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	ubscriptions	received
np to Decemb	ar 26 are as	follows
Chicago Herald	and Examiner.	\$12,000.00
Chicago Daily N	ews	10,450.00
Chicago Evening	American	8,900.00
Lord & Thomas	and Logan	7,500.00
McGraw-Hill Pu	blishing Co	3,101.44
Standard Rate &	Data Service	3,000.00
Chicago Daily T	imes	2,900.00
Dartnell Corpora	ation	2,020.80
Tradepress Publ	ishing Co	1,500.00
Simmons-Boardn	an Pub Co	1,500.00
Chicago Printed		1,200.00
Engineering Pul		1,150.42
Parisian Novelty	Co	1,000.00
Buckley, Demen	& Co	953.52
Roche Advertisis	ng Company	745.74
Paul Block and	Associates	
Electrical Trade	Publishing Co.	727.20
J. B. Carroll Co		700.00
G. Felsenthal & J. Walter Thom	Sons	500.00
J. Walter Inom	pson Company	500.00
Acme Corporatio Technical Publish National Provisi	n	460.00
Technical Publish	ning Co	451.00
National Provisi	oner	440.00
Baker's Helper J. R. Hamilton	Adm Ammon	388.59
A. M. Kanaske,		
Hays MacFarlan	A & Co	
The Traffic Serv	uice Corn	312.50
McCann-Erickson		
Printers' Ink Pt	h Co	257.58
Inland Drinter C	io. Co	
Inland Printer Co.		241.25
Crain Pub. Co	***********	228.00
Capper Publicati	one	200.00
Stewart-Davis A	dver Agency	
Low's Letter Ser	rvice	200.00
H. Stanton		
Matteson-Fogarty	-Iordan Co	
Roger & Smith.	Jerum Com.	180.00
Roger & Smith. Welding Engineer	ring Pub. Co.	171.00
American Lumbe	rman	170.00
Patterson Pub	Co	164.00
Aubrey & Moore		150.00
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Aubrey & Moore Geo. L. Shuman Carroll Dean Mo	urphy	131.00
Retail Coalman		100.00
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James D. Woolf	**********	100.00

Geo. W. Speyer	\$100.00
Eleanor A. Hunter	100.00
Nickerson & Collins	100.00
Crowell, Crane, Williams & Co.	100.00
A. J. MacAvinche	100.00
Edward K. Hammond	100.00
Earle Ludgin, Inc	100.00
Guenther Bradford & Co	100.00
John R. Palandech Foreign	
Language Agency	100.00

H. L. Ross, Starts Business on Pacific Coast

H. L. Ross, for the last three years Pacific Coast representative of the Commercial & Financial Chronicle, New York, has opened offices under his own name at San Francisco and Los Angeles as a publishers' representative. The Los Angeles office is located at 740 South Broadway and the San Francisco office is at 544 Market Street.

F. L. Hall with Woodward & Tiernan

F. L. Hall, formerly vice-president of The Emery Advertising Company, St. Louis, has joined the staff of the Wood-ward & Tiernan Printing Company, also of that city. He was, at one time, sales manager of the Corno Mills Company, East St. Louis, III.

E. L. Tollefson Joins Aubrey & Moore

Edward L. Tollefson, formerly with Henri, Hurst & McDonald, Inc., Chi-cago advertising agency, has joined the production staff of Aubrey & Moore, Inc., advertising agency also of that

Harry Cohen with Detroit "Times"

Harry Cohen, formerly business manager of the Chicago Times, has joined the Detroit Times as local advertising manager.

Appoints Al Paul Lefton

Philadelphia Memorial Parks, Inc., Philadelphia, has placed its advertising account with the Al Paul Lefton Com-nany, advertising agency of that city. Newspaper, radio and magazine adver-tising will be used.

Appoints Cutajar & Provost

W. A. Taylor & Company, New York, importers of fancy beverages and food delicacies, have appointed Cutajar & Provost, Inc., advertising agency of that city, to direct their advertising account.

Now Geare-Marston, Inc.

Geare, Marston & Pilling, Inc., Phila-delphia advertising agency, has changed its name to Geare-Marston, Inc.

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How to Determine the 1931 Advertising Appropriation

(Continued from page 8) vertising which will enable us to gradually increase our advertising almost simultaneously with the additional development of business."

This is from an advertiser who, because of very bad conditions in his industry, has been forced to curtail his appropriation.

"We are watching conditions very closely in the industries that we cover and as soon as we notice definite indications that we are on the upturn again we are planning to discontinue a small temporary retrenchment and put our work back on its full schedule."

"I think sufficient elasticity," says another executive, "should be a part of any relationship between the executive, sales and advertising divisions of any industry in adopting their program at any time during the year to any conditions that were unforeseen at the beginning of the year."

The policy of flexibility means that the advertiser starts with a basic maximum which he dares to appropriate in those mediums which have closing dates many weeks in advance of publication This advertising is least dates. adaptable to a flexible scheme, but it is flexible to the point that when business shows signs of picking up, the advertiser can increase his schedules either using more mediums or larger space so that his increased advertising will become effective coincident with the increase in business, or soon enough thereafter to be effective.

In addition to this sum, the advertiser appropriates a further fund which is put into mediums that are adaptable to greater flexi-

Carried down to its last refinement, a policy of flexibility allows the advertiser to shoot an increased appropriation into newspapers in certain sections where business becomes better rapidly, thus increasing his newspaper schedule in those sections—or if he has not been using newspapers in those sections on his original schedule, to add them quickly. Several advertisers who have been following this policy for a number of years have been remarkably successful.

Next in our consideration of the 1931 appropriation we come to the matter of concentration. Again I quote:

"In a period such as that which we are going through we concentrate our fire on that advertising that we are sure will be extremely beneficial to sales."

"We are diverting a greater percentage of our appropriation for 1931 to one particular kind of advertising for the simple reason that it has proved to have had a greater effect in sustaining sales than other methods of advertising we have been using."

Thus, at the beginning of this year we find appropriations being allotted first of all to those mediums which have proved most effective. These are the backbone mediums and, of course, will vary company by company. These are the mediums which must be used under any plan if advertising continuity is to be fostered. The advertiser who had a good year in 1930 can add other mediums. The advertiser whose business was bad in 1930, and who does not see good prospects on the immediate horizon will concentrate on his best me-If his appropriation is properly flexible as business improves, he takes on other mediums.

Today there are a number of advertisers who manufacture lines of products. These advertisers are considering not only concentrating on mediums, but also concentration on products.

One advertiser says: "In 1931 we are proceeding on a careful analysis of the past performance of our various products and on their expected performance. Therefore, in 1931 we are going to concentrate first, on those products which are going well and which promise greater future sales. Certain of our products are good sellers and also good profit-makers. The more that we can boost the sale of these products, the more money we shall have available to appropriate to the sale of certain

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"Advertising's most distinctive Ome to the Again I page in Printers' Ink Monthly orings tremendous response from business America.

> DRINTERS' INK MONTHLY, the outstanding magazine in he United States that is generlly looked upon as the Bible of he entire advertising fraternity, rarried the first of a series of wo page Advertising Inserts of Brown & Bigelow in the October Issue, a reproduction of a Mettel etching of the Harkness Memorial in "Remembrance Gravure."

> Across the bottom of the page we reproduced the following notation: "A copy of this original 'Remembrance' Etching by A. F. Mettel, without printing, ready to frame, will be presented upon request."

> With a total circulation of approximately 20,000 copies, we naturally expected some requests. We did NOT EXPECT to be LITERALLY SWAMPED ... with requests coming in at the rate of more than 100 a day,

requests made over the signatures of many of the outstanding sales and advertising executives in America.

Selecting at random a few letters from a pile more than 12 inches high are requests from Lord & Thomas and Logan, N. W. Ayer & Son, Inc., Graton & Knight Company, Eaton, Crane & Pike Company, R. C. A. Victor Company, Timken Bearings, Lily-Tulip Cup Corporation, New York Telephone Company, Richard Hudnut, Atwater Kent Manufacturing Company, Standard Brands Incorporated, Foster & Kleiser, Sheriff's Limited. Goodyear Tire & Rubber Company-but why go on?

In its first presentation, Business America has gone "Remembrance Gravure."

> A. E. RICHTER. Advertising Director, Brown & Bigelow.

Reprinted from "The Business Builder," house organ of Brown & Bigelow.

The MARKET

for equipment and supplies among department stores is big enough to warrant special advertising and distinctive enough to require its own special medium, which is

RETAILING

The Fairchild Weekly of Modern Methods of Distribution 8 East 13th St., New York

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ads'

that roar like cannons or whisper like lovers. It has been said that we know exactly how to make cannon ads roar loudest, and how to infuse delicacy into the softest-spoken of advertisements.

SCHMIDT & LEPIS
Fine Typography



other products in our line.

"Second, we have made a care ful examination of the sales fig ures on those products whose volume has been static or slipping From market surveys and analyses we are trying to determine which of these products are definitely or the way out and these will either be dropped or carried as con-If certain prodvenience items. ucts show that their sales must remain static our problem o appropriating a definite sum is very simple. On the other hand, there are certain of these products which we feel can be given sales increases if more money is appropriated and as funds are available we shall appropriate the necessary expenditures."

From a careful analysis of the replies that I received I think that it is apparent that the 1931 advertiser will use the following poli-

cies:

First, his appropriation will be determined by the Task method. Second, percentage-of-sales will

be a control factor instead of a basic factor.

Third, in determining percentage-of-sales the figure will be arrived at by an examination of expected sales rather than of past sales. Some advertisers, of course, will follow the policy of determining expected sales first, and then examining past sales and arriving at a compromise figure.

Fourth, 'advertising appropriations will be administered more flexibly than ever before.

Fifth, there will be a basic concentration in those mediums which have proved successful and a funds are added under the flexible plan, other mediums will be taken

Sixth, those advertisers who manufacture lines of products will concentrate on products as well as mediums.

#### M. S. Munson with Welded Products Corporation

M. S. Munson, for the last nine years trade promotion manager of the Exchange Sawmills Sales Company, Kanasa City, Mo., has been made general sales manager of the Welded Products Corporation, also of that city.

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Larger Campaign Planned for ade a care e sales fig

The Clinton Carpet Company, Chicago, is planning an increased adversising appropriation for its Ozite rugushion in 1931. "These are unusual ushion in 1931. "These are unusual times," Louis H. Regensburg, president of the company, states "and they re-quire unusual efforts. Our advertising has been practically doubled." Women's and general magazines, according to Mr.

and general magazines, according to Mr-Regensburg's statement, will be used beginning in February and continuing through the year.

In addition to this greatly increased campaign for Ozite, Mr. Regensburg also sales that the company's efforts on states that the company's errors on miniature golf course felts will be con-tinued with renewed aggressiveness dur-ing the coming year.

W. F. Dunlap Heads Milwaukee Sales Managers Group

McLaughlin.

Now Small, Spencer, Levings & Brewer

Small, Spencer & Levings, publishers' representatives, New York and Chicago, have changed their name to Small. Spencer, Levings & Brewer. This change in name follows the addition to the firm of John D. Brewer as vice-president, as previously reported. Mr. Brewer becomes manager of the New York office.

Death of C. F. Olin

Charles F. Olin, advertising manager of the New Departure Manufacturing Company, Bristol, Conn., died at that city on December 25. He was sixty years of age. Mr. Olin had been associated with the New Departure Company as advertising manager for twenty-

Sporting Goods Account to Procter & Collier

The Hillerich & Bradsby Company, Inc., Louisville, Ky., manufacturer of sport-ing goods, has appointed The Procter & Collier Company, Cincinnati advertising agency, to direct its advertising account.

Appoints Lefton

Eugene Jacobs, Inc., operating thirty-five men's furnishing stores in New York and Pennsylvania, has placed its advertising account with The Al Paul efton Company, Philadelphia advertising agency.

# A New Year a New Market

With advertising appropriations and budgets taking shape for a new year comes® the question of new markets to cultivate.

Decide right now that your 1931 program include the great NEWARK MARKET, that new, live, active metropolitan area embracing eight important counties of northern New Jersey and a population of almost a million and a half people.

This market, already one of the country's most important retail trading centers, may be easily, economically sold thru ONE medium-its dominant newspaper—the NEWARK EVENING NEWS. Let us tell you more about this growing market and the home delivered newspaper that does SELL it.

Newark Evening

News

EUGENE W. FARRELL Business and Advertising Mar. 215-221 Market Street Newark, New Jersey O'MARA & ORMSBEE, INC. General Representatives New York Chicago Detroit Les Angeles San Francisco

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# PRINTERS'

A JOURNAL FOR ADVERTISERS

Founded 1888 by George P. Rowell PRINTERS' INK PUBLISHING Co., INC Publishers.

OPPICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: AShland 4-6500, President and Secretary, J. I. Romer, Vice-President, R. W. Lawrence, Tressurer, David Marcus. Sales Manager, Douglas Taylor.

Chicago Office: 231 South La Salle Street-GOVE COMPTON, Manager.

Atlanta Office: 87 W. GEO. M. KOHN, Manager. 87 Walton Street, St. Lohis Office: 915 O. A. D. McKinney, Manager. 915 Olive Street,

Pacific Coast: M. C. Mogensen, Manager. San Francisco, Los Angeles, Seattle, Portland.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign postage, \$2.00 per year; Canadian, \$1.00. Advertising rates: Page, \$135; half page, \$67.50; quarter page, \$33.75; one-inch minimum, \$10.50; Classified, 75 cents a line, minimum order \$3.75.

JOHN IRVING ROMER, Editor ROBERT W. PALMER, Managing Editor ROY DICKINSON, ASSOCIATE Editor C. B. LARRABEE, ASSOCIATE Editor BERNARD A. GRIMES, News Editor

SUITORIAL STAFF E. B. Weiss Thomas F. Walsh H. W. Marks Andrew M. Howe Eldridge Peterson Don Masson Allen Dow

A. H. Deute, Special Contributor Chicago: G. A. Nichols Frederic Read Philip H. Erbes, Jr. London: Thomas Russell

NEW YORK, JANUARY 1, 1931

We have little 1931 and patience with Your those who insist that "business in Business

1931 will be exactly what you make it," implying that those who do not break sales and profit records will have only themselves to blame. There are certain companies which, for good and sufficient reasons, will be unable to progress this year, try as they will.

But there are many, many business men who have resigned themselves to present conditions with a shrug of the shoulders, believing that the depression has crippled their markets and that, temporarily, they can do little more than keep expenses down to a minimum and wait for better times.

These business men congratulate themselves that they are still in business. They take the depression for granted, like the wind or the rain-it's here, what can they do about it?

They Plenty, is the answer. may not be able to break sales records in 1931 but they can at least make an attempt at increasing sales.

What special efforts may be needed, each company must determine for itself. There is no success formula. Some may need to inject a little of the old fighting spirit into the salesmen-or even into the sales manager. Maybe the salesmen need some new incentive to spur them on-the compensation plan may need revising. Other companies may need more adver-Products may need imtising. proving, lines simplified, packages changed, territories altered, new outlets discovered, or new usesor new products.

These things should be considered and studied when sales are soaring; but when sales are dropping, they are of major importance. It may be impossible for a company to boost sales in 1931, but it won't know for sure unless it tries. No business can change the course of the general business stream, but it can try to row against it, instead of drifting complacently with it.

Good Should Be

Will Rogers' recent request to Advertising American business leaders that Continuous they refrain from their usual crop of optimistic New Year business predictions was welltimed and quite justified. There has been vastly too much optimism in public statements and far too little constructive action.

Last week PRINTERS' INK published the statements of forty-four executives who answered one of the most important current business questions: "What is the real value of continued advertising effort?" All of the statements were written out of the experience of men who have seen the value of continuity in advertising. The collection of these expressions of opinion was, we believe, one of the most remarkable testimonials to the value of advertising that has ever been collected.

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from the type of men objected to by Mr. Rogers nor were they the type of ballyhoo-Pollyanna statements that so frequently result when men sit down to indorse something in which they don't really believe. They expressed the measured opinion of men who have seen sustained advertising work through thick and thin and who know the rue value of advertising continuity in the face of depression conditions.

That so many leading business executives have gone on record concerning the immeasurable value of sustained advertising should be a source of inspiration to other advertisers, to publishers and to advertising agents as they mark out their advertising courses for 1931. We are facing a critical period for advertising generally. Those manufacturers who are hesitating and afraid will do well to read and digest the opinions of their fellow advertisers who have seen advertising proved in the fiery crucibles of both boom times and bad times.

A Plea for Prompter Decisions to decide more quickly. Too much time is now wasted by men who should be started.

A man who knows very well that he is going to order a certain product, approve a new window display, give a go-ahead on a new campaign, holds back and so wastes other people's time and money.

The salesman comes in for his final decision Monday at ten and is told to come back again on Thursday at the same hour. Instead of the work being started at the plant a hundred miles away, there is a phone call, more carfare, more hotel bills, a waste of valuable time.

A man who puts off what he knows he is going to do, is holding back a portion of the economic recovery that is far more tangible than the generalities one hears bandied about so freely.

When a buyer who knows he will do a certain amount of advertising and sales promotion work, instead of accepting the plan submitted to him, flutters about and demands a supplementary, an additional and then a third plan, he is holding back the productive work of many men.

Space salesmen are being made to make five calls for an order where one would do; advertising agents are being held up because of indecision on the part of men who could and should save their own time as well as the other fellow's.

There are conditions where the buyer can't see far enough ahead to make definite promises, but putting off a decision a man knows he is going to make, is a waste that should be eliminated.

One Angle of Merchandising A recent shift in the way railroads merchandise their passenger service

to the public brings up a very interesting point: i.e., any service you perform must be an obvious service; otherwise it loses its merchandising value completely.

The case at hand has to do with the validation, stopover privileges and time-limits of railroad tickets. Heretofore, a traveler has been required to begin his journey within twenty-four hours after the sale. Now, we understand, he can begin his journey any time, just so long as it is completed within thirty days. Further, he will be allowed to stop off at any point, and at no stopover point, whether on a oneway ride or a round-trip, will he be required to present his ticket to the local ticket agent for a perfunctory stamping before getting on the train again.

However, it's not the details of this plan, but the idea itself with which we are concerned here. It is reasonable to assume that when the various restrictions which are now being removed were put into effect, they were designed quite as much for the protection of the public as for the convenience of the railroad. Yet the public could never see them as anything but inconvenience and red

So it was inevitable that they would be removed. in line with the railroads' general policy of making their service more flexible and of greater all around convenience to those who use it. Thus a thing which was undoubtedly well-intentioned had to be discarded. It's never enough just to perform a service; it must be an appreciated service, one which the public grasps immediately.

Only the horse in the one-horse town can afford to take for granted the fact that he actually does perform a much-needed service. The rest of us have a real and continuous merchandising job on our hands.

As sales managers Salesmen look ahead into Need Com-1931 they might mon-Sense find it profitable Teachings to cock one ear to the criticism that what business needs is more common-sense in This viewpoint on salesmanship. the subject was given apt expression at the annual convention of the American Vocational Association which was addressed by David Osborne, sales training director of the Studebaker Corporation of America.

"Not the least of the difficulties thus far encountered by employers of salesmen," he said, "has been the half-baked jumble of pseudopsychology and inspirational exhortation that has been cooked up and served as salesmanship courses."

Nothing is more important, in his opinion, than the need to impress upon the salesmen of tomorrow that a salesman's job is not one of glamour or of mystery. The job is mostly a matter of doing a few common-sense things thoroughly.

Selling, like others of the functions of business, has drifted away from the moorings of solid fundamentals. It is well to take stock at this time and tie selling closer to these moorings. Salesmen should be encouraged to plan their work to make the greatest number of calls among groups in which a given product is usually sold; to think about their products more in terms of benefit to buyers; to find out whether the prospective buyer has a genuine need for the product and, finally, to make clear the relationship between the buyers' needs and the attributes of the product that

will satisfy those needs.

Let there be greater simplicity in training salesmen, less training in the office and classroom and more in the field.

A Marketing
Revolution
Succeeds
some interesting
the development of that organization's frozen meat experiment.
They indicate that frozen meat is
rapidly working out of the experi-

mental state.

The Springfield test, says the announcement, started with a limited line of eighteen cuts of meat of one grade. The line now totals sixty and includes fruit, vegetables and fish. More than 100,000 individual sales have been made and repeat business from week to week has averaged about 76 per cent, often reaching as high as 92 per cent. In no Springfield store has the cost of handling frozen products exceeded normal selling costs of packaged grocery specialties. As an example of the spread of

As an example of the spread of the frozen food idea, the company points out that General Seafoods Corporation, a subsidiary of General Foods, is now selling quick-frozen seafoods in twenty States and that sales last fall showed a gain of about 30 per cent over sales in a similar period in 1929, Arrangements are now being made to license the use of the company's process on a royalty basis.

Even if we are to discount an excusable optimism on the part of the company, there is every indication that frozen foods have come to stay. PRINTERS' INK on several occasions has discussed the marketing implications of the development of this new type of product. especially its effect on both meat and grocery outlets. Truly a revolution in food retailing is taking place and it is almost certain that within four or five years we shall see some startling developments in the realigning of retailing functions in the food industry, particularly since it has become apparent that real economies are being effected.

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# THE MEREDITH PUBLISHING CO.

Announces the Appointment of

# CLYDE H. COMBS

28

Manager of the New York Office 122 East Forty-Second Street

and

The Appointment of

JOE P. EVES

25

Manager of the Chicago Office 307 North Michigan Avenue



THE MEREDITH PUBLISHING CO.

Better Homes & Gardens

Successful Farming

ED. F. CORBIN, Director of Sales

Des Moines, Iowa

# Advertising Club News

Financial Advertisers to Spend More Survey Shows

Financial advertising appropriations will be considerably larger in 1931 than they were in 1930, according to Preston E. Reed, executive secretary of the Financial Advertisers Association, who has just completed checking the results of a questionnaire sent to 850 members

same appropriation as last year, the questionnaire reveals.

The greatest increase reported is 100 per cent, while the largest cut is 66 per cent. The increase was on a budget totaling \$15,000 while the decrease was on a budget totaling \$15,000. The largest budget reported on in the questionnaire totaled \$650,000, while the smallest was \$3.000. est was \$3,000.

#### Agate Club Elects C. J. Harrison

C. J. Harrison, Western advertising manager of Photoplay Magazine, Chicago, has been elected president of the Agate Club, of that city. He succeeds Gale Blocki, Jr., of Good Housekeeping. Other officers are: H. E. Cole, of American Magazine, vice-president; Harry Townsend, of Doubleday, Doran & Company, secretary; John Badger, of McCall's Magazine, assistant secretary; and Thomas Verschuur, of the Frank A. Munsey Company, treasurer.

# Heads Poor Richard Direct-Mail Committee

George W. Ward, of the D. L. Ward Company, has been appointed chairman of the direct-mail committee of the Poor Richard Club of Philadelphia, succeeding Robert Hoeflich, of the Hoeflich Printing Company. Paul Craig, Philadelphia representative of the S. D. Warren Company, has been appointed a member of this committee.

#### O. R. Graham Heads Lantern Club

O. R. Graham, of Cosmopolitan, was elected governor of the Lantern Club of Boston, an organization of magazine publishers' representatives, at its annual dinner held last week. K. B. Hurd, of the American Druggist and American Architect, was elected secretary-treasurer.

#### Pennsylvania Outdoor Group to Meet

The thirty-seventh annual meeting of the Outdoor Advertising Association of Pennsylvania will be held at the Bruns-wick Hotel, Lancaster, Pa., on January 19 and 20. The meeting will be devoted entirely to business.

#### Buffalo Club Sponsors Employment Campaign

The Greater Buffalo Advertising Clubhas undertaken the publicity and much other work in connection with Buffalou campaign to solve its unemploymen problem. Alex Osborn, vice-president a Batten, Barton, Durstine and Osborn, Inc., is chairman of the club's committee which is in charge of this activity.

As a first step the club are letter to 25,000 employers in the Buffalo are, a graing them to create as many chief.

urging them to create as many addi-tional jobs as possible, and also to ap-portion available work to keep all en-

ployees on at least a part time schedule Now the club is seeking to create 1,00 temporary jobs for a ten-week period by having householders employ men to ten furnaces and shovel snow. Each person rurnaces and snovet snow. Each perse
in a block would pay a small sum, abou
50 cents weekly, for this service. The
accumulation of these payments would
provide a good pay job for men is
something like 1,000 city blocks, it is
believed. believed.

#### To Discuss "No Returns" Problem

"How Should the Problem of 'No Returns' be Met by the Advertising Salesman," will be the subject of the Dotted Line Club at its discussion mediag scheduled for January 5 at the Medinah Athletic Club, Chicago. There will be five-minute talks on the question by George Andres, of Power, L. C. Monroe, of Welding Engineer; M. S. Moore, of Electrical Merchanding. Charles Edgcumbe, of American Builder, and Louis Brookman, of Concrete.

# Honor S. B. Quayle

Life membership in the Advertising Federation of America has been awarded to Smith B. Quayle, Cincinnati representative of Ph. Morton, outdoor advertising. The life membership certificate received by Mr. Quayle pays tribute to his services in behalf of the Federation, of whose advisory board he is a member. Mr. Quayle founded the Cincinnati Advertising Club in 1903 and served as its president four years late. In 1907-8 he was elected and served as president of the Associated Advertising Clubs of the World.

# Death of C. E. Runey

Clarence E. Runey, head of the Cincinnati Motion Picture Company, Cincinnati, industrial films, and Cincinnati representative of Pathe, Paramount and RKO, died recently at that city. He was sixty-three years old.

Mildred Lewis Wilson and Mildred Porter, both formerly with Foster & Kleiser, San Francisco, have opened a commercial art studio at 454 Montgomery Street, San Francisco.

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# Advertisers Act to Meet Governmental Charges

A GROUP of advertisers, publishers and advertising agency representatives have organized as the Council of Advertisers. They have organized, it is explained, as a defensive body to protect their mutual interests against the activity of the Federal Trade Commission in its campaign against what it terms "false and misleading" advertising. The stated purpose of the group is "to protect and defend those who sell their product direct through advertising or through agents obtained by advertising." Officers of the Council of Add-

vertisers are: President, L. A. LaFountain, treasurer of Wm. S. Rice, Inc., Adams, N. Y.; vice-president, G. W. Weatherby, business manager, W. D. Boyce Publications, Chicago, and secretary-treasurer, C. R. Lyddon, president, Lyddon, Hanford & Kimball, Inc., advertising agency.

Stephen A. Day and Associates, Washington, have been retained as legal counsel.

Exception is taken by the Council of Advertisers to the fact claimed that in the medical field, for example, stringent orders from the Federal Trade Commission and the Food and Drugs Division of the Department of Agriculture have not been based upon fact but upon mere opinion. Court decisions are cited to show how rulings of these governmental bodies have been set aside and severely condemned. Mr. Day quotes Charles Evans Hughes, now Chief Justice of the United States Supreme Court, who, in Seven Cases vs. United States, 239 U. S. 510, said:

Congress deliberately excluded the field where there are honest differences of opinion between schools and oractitioners. It was, plainly, to leave no doubt upon this point that the words "false and fraudulent" were used. This phrase must be aken with its accepted legal meaning, and thus it must be found that the statement contained in the package was put there to accompany the goods with actual intent to deceive—an intent that may be derived from

the facts and circumstances, but which must be established.

That false and fraudulent representations may be made with respect to the curative effect of substances is obvious. It is said that the owner has the right to give his views regarding the effect of his drugs. But state of mind is itself a fact, and may be a material fact, and false and fraudulent representations may be made about it; and persons who make or deal in substances or compositions alleged to be curative are in a position to have superior knowledge, and may be held to good faith in their statements. It cannot be said, for example, that one who should put inert matter or a worthless composition in the channels of trade, labeled or described in an accompanying circular as a cure for disease, when he knows it is not, is beyond the reach of the law-making power.

The Council of Advertisers points out that several hundred firms will shortly be called before the Federal Trade Commission to fight for their existence. While the honest advertiser has nothing to fear, it is stated, he faces difficulty in getting the true facts concerning his product before the Federal Government in such a way as to be convincing of his good faith.

"The Federal Government has no authority to strike down the product that is not fraudulent and known to be not fraudulent by the manufacturer and seller of it," the Council reports. "The Council of Advertisers believes that all such products can be saved and in many cases strengthened by a skilful and experienced presentation of the facts."

Associated with Mr. Day is Eugene L. Culver, formerly an attorney of the Federal Trade Commission and an executive member of the special board of investigation, created to pass upon complaints before they are formally filed, as an advisory body to the Federal Trade Commission.

# P. C. Smith Joins Tyson Agency

Paul C. Smith, formerly vice-president of the Wales Advertising Company, Inc., New York, and before that with the Frank Presbrey Company, Inc., and the Campbell-Ewald Company, Inc., has joined O. S. Tyson and Company, Inc., New York advertising agency.

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# The Little Schoolmaster's Classroom

THE Celotex Company reports: Two home office men spent two and one-half days, in turn, with two lumber dealers. Neither man had done any personal solici-

tation work before.

As a result of their two and onehalf days' work in the first dealer's territory they sold exactly \$2,006.54 worth of material. They also un-covered a number of fine leads for later follow-up. Their work with the second dealer netted sales of \$964 worth of material.

In both cases, house-to-house canvassing brought in about 70 per cent of the business. The remainder was obtained through tele-

phone solicitation.

Selling lumber, bricks and nails via the front door. Further proof that business is to be had by going after it.

Another incident from out of the Celotex organization:

The locale is Argentina. Carlos C. Lopex travels through the principal cities of that country. With him he carries a model poultry house made of Celotex. model is exactly in proportion to full sized houses and is complete in every detail, including windows, perches, mash hopper, nests and ventilator. The model house was built by Charles D. Fowler & Company, Celotex distributors in the Argentine.

For those members of the Class who are interested in such thingsand the Schoolmaster wagers many are-he chalks up on the blackboard the following statistics of one of our big industries:

The total value (at F. O. B. factory prices) of sausages and sausage casings made in this country in 1929 amounted to \$323,950,-684. That represents an increase of 18 per cent as compared to 1927. The value of sausage casings alone was \$32,181,901. Not bad for the hot dog!

J. A. Ramsey is president of the Ramsey Accessories Manufacturing Corp. He also heads the Blanchard Pet Furniture organization The former company makes piston rings; the latter a "Home in the house" for dogs.

For fifteen years Mr. Ramsey has raised pure bred terriers and other small dogs. He has never been able to understand why more people weren't as fond of dogs at he is. Finally he concluded that more dogs would have homes if some satisfactory way could be found of making them less of a nuisance around the house.

He puttered around and eventually he designed a "home in the house" for dogs. It is nothing other than a chair, with the bottom so arranged as to make a comfortable dog house. The chair is fitted with a cretonne cushion that is stuffed with red cedar sawdust-the odor drives away fleas and insects and absorbs the "doggie" odors.

Mr. Ramsey is advertising the chair in class publications and runs a coupon that offers, without charge, the Blanchard Pet Chair catalog. The chair, in its various styles, is designed for small dogs. Special chairs are built on order

for large dogs.

A dog lover who bought one of the chairs tells the Schoolmaster that his fox terrier is very jealous of his rights. The family has learned from experience that it isn't safe to sit in the dog's chair, and woe betide the stranger who isn't informed beforehand that at least one object in the living-room is sacred to the canine member of the family!

Henry T. Ewald, speaking at the recent Silver Anniversary celebration of the Detroit Adcraft Club, defined a capitalist as "a person who has no regular job and isn't selling apples." Your School-master, without going into all the finer ramifications of the statement.

# Realtors-America's Homebuilders



Are you ready to sell 1931's apartment market?

Apartment building will be one of the brightest spots in the 1931 building market. There is a need for more apartments and—as heretofore—real estate operators will build them. Fine materials go into these build-

ings. The illustration shows a typical Realtorbuilt apartment. It is one of a number built by Baird & Warner, Realtors of Chicago.

Other Realtors are building large apartment projects throughout the country. Sell these men through the NATIONAL REAL ESTATE JOURNAL and the apartment market will increase your sales in 1931.



NATIONAL REAL ESTATE JOURNAL



PORTER-BEDE-LANGTRY CORPORATION, PUBLISHERS
139 N. Clark Street Chicago, Ill.

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DON'T CHESS-KHOW Arnold Research Service

OFFERS:

Market Analyses Consumer Surveys Trade Surveys **Product Tests** Style Trends Copy Tests

FOR

Agencies Manufacturers **Publications** Radio Stations **Retail Stores** Associations

West 45th Street **New York** 333 North Michigan Ave., Chicago

# A Real Opportunity For the Right Man

A magazine publisher has an opening for an advertising sales promotion and research man of ability, energy, and experience. He must thoroughly understand the psychology of the advertiser and advertising agent, must know how to dig out the facts which will impress them, and how to prepare promotion matter that will put the facts across. He must be able to help the salesmen build up presentations that will produce orders.

In answering please describe qualifications and accomplishments fully.

Address "X," Box 253 Printers' Ink

would like to record a few more less philosophical remarks on # business of selling apples. It's ge ting to be quite an industry.

Started by the apple people New York as a means of une ployment relief, the idea has spre widely to many of the other met politan centers. Unemployed "vet and others take to selling appl and thereby more apples are tributed-for a good cause.

But the interesting angle to yo Schoolmaster right now is the w this new group of men in the ple business" immediately differentiates itself. A hundred men, start selling apples. Some of the just sell, paying no particular a tention either to location or pro uct or manner of selling.

More of them are careful to b to pick an advantageous spot, or where quite a few people will pas A few see to it that their apple are well-shined and thus bette looking than the average and along the street. A few more a not satisfied with just vending a ples from a crate; they arranged ifferent" and more attractive in play containers and counters. An lastly, you will find one or two the hundred who are not conto at all with the more or less con placent and unprovocative, "Buya apple?" No, you will hear the say, "How about cutting down the lunch check with a fine fresh apple right now?" That's salesman ship.

And the whole scene is a no little cross-section of business.

Is the Class ready for a little sermon on the thought that sale can be had if they are gone after Of course one snow flurry doe not make a winter nor does on successful selling example indicate that prospects everywhere in ever line are just waiting with poise pens to sign on dotted lines. Bu as the Class has always given a attentive ear to successful sale procedure, it will probably was to hear of a plan that has been i operation since 1927 and which ha hung up a record during 1930.

Through "Frigid Era," house

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SMALL, SPENCER & LEVINGS TAKE PLEASURE IN ANNOUNCING THAT

JOHN D. BREWER

AS ACQUIRED AN INTEREST IN THIS COMPANY AND ON THE FIRST OF JANUARY, 1981

HE BECOMES

A VICE-PRESIDENT AND MANAGER OF

THE NEW YORK OFFICE, 247 PARK AVENUE

THE FIRM NAME WILL BE CHANGED

TO

SMALL, SPENCER, LEVINGS & BREWER

NEWSPAPER REPRESENTATIVES ESTABLISHED 1901

NEW YORK

BOSTON

CHICAGO

AN FRANCISCO LOS ANGELES

SEATTLE

# An Organizer and Manager

who is a find for anyone who can use him

During past ten years, president and general manager of a small manufacturing concern. Previously bead of financial and accounting department in a large, internationally known business.

Rated by bankers, lawyers and other business men, with whom he has come in contact, as a man of real intelligence, integrity and ability. Especially trained in financing, organizing and managing, with a practical grasp of selling, advertising, manufacturing and publishing.

Age 41; a N. Y. State C. P. A., quiet, orderly and adaptable. Fairminded folks like him because he is neither a yes-man nor a no-man but tries to find the right answer.

Address "R," Box 108 Printers' Ink

The Linotype News says: Saves a deal of time in layout Intertype Corporation writes:

We heartily endorse it
The Ludlow News prints

Ingenious! Hundreds of Layout Men say

# The Printers' Calculat only

Invaluable!

The Calculat is a modern scientific copyfitting instrument, simple, instant, precise. The Calculat gives you command over every type face, foundry or machine, wanted today. The Calculat is recommended by all who know it. It comes to you postpaid on receipt of \$1. and saves you many times this small sum daily.

address Irvin Morgenstern 216 East 45th St., New York magazine of the Frigidaire Coporation, the Class is introduced A. Israel, twenty-seven, and sale man for the Long Island Lightin Company of Nassau, N. Y. O November 1, he had sold more the 300 Frigidaires during 1930 as set up a record of 189 sold in 14 working days, of which only or order for fourteen units represented quantity business. This to ord was made despite the fact, is reported, that he must sell of harder terms than the average Frigidaire salesman.

Questioned as to how he do so well, Mr. Israel sets down the formula: He follows factory sugestions, uses a visible file syste for keeping track of prospect knows every family in his tentory of 4,500 electric meters; usedirect mail and makes it a point send at least sixty names a monto the factory; sees at least twenty prospects a day and calls on use often.

Seventy-five per cent of his sale are made at night.

When Mr. Israel hears "col turkey" talked, he tells how he dilttle but canvass for the first smonths in his territory. That is grind but he got his rewards in orders which came through the second six months, enabling him the second six months, enabling him thinish the year with an income of \$5,000. This demonstration convinced him of the effectiveness of solicitation and frequent return calls. He saw no reason to be discouraged or let up in 1930. More calls were made with the result that more orders were closed.

Need any moral be drawn from the relation of his experience?

Elsie McCormack, writing in her column in the New York World about a recent visit she paid Hollywood, has this to report: "There in an indication that the Tom Thum golf craze will soon have a successor. Ruth Roland announced few days ago that she is to open on some town lots of hers, the first public trout-fishing course. The Schoolmaster has long sint ceased to be surprised at new faband fancies and can already see, in his mind's eye, a wooded glen of

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# The Man With the Veto

HE lunches were all on he record. Eleven of them. ome at big hotels, others brownstone houses where whispered name was necsary to gain admittance.

There was also a dinner nd a theatre afterwards narked "entertainment" n the expense account.

This series of social acivities resulted in a muual calling of first names nd much revealing of peronal preferences and condences.

The space buyer was a lice fellow, the salesman ad a good medium, but here was a pained, strained noment for both when the ist was made public.

It seems there was one vice-president in the advertiser's organization, who knowing nothing of the entertainment, knew just as little about the medium.

His lack of knowledge was plenty to keep the medium from carrying the company's advertising.

The space buyer was not only grateful but willing.

That wasn't enough.

There is always more than one man to be sold.

Consistent advertising in PRINTERS' INK creates acceptance in the minds of many men a salesman never sees.

PRINTERS' INK PUBLICATIONS

# The Building Authority

in the community is the lumber dealer. It is to him builders dealer. It is to him builded come for advice regarding which The way to materials to use. The way to get his co-operation on your product is to tell him its merits profit-possibilities the paper he reads regularly- the

Est. 1873

A.B.C.

# Sales Executive Desires Connection

with expanding responsibility as Sales Manager or Assistant to the General Sales Manager.

Knows Merchandising, Distribution and how to direct men.

Age 38. Married. Dependable in every respect. Available on short notice.

Now located in Middle West-future location arbitrary. Address "U," Box 250, Printers' Ink

# As Editor

this man, available soon, can step up to plate and hit the ball on the nose every issue. Five years managing editor one of United Business Publishers publications. Formerly advertising manager leading weekly trade journal. 10 years newspaper executive. Now employed. Young. Married. Chicago preferred. Highest references. Address "Y," Box 254, care of Printers' Ink, 231 South La Salle St., Chicago, Ill.

# What's the weakest link

in your sales promotion?-Booklets?-Folders?-Sales Letters?

Make yourself answer that question, and then put it up to

# ASSOCIATED WRITERS

to remedy the weak spot.

51 Madison Avenue CAledonia 5-4244 each vacant lot with artificial created brooks babbling their men way where once were putting

greens and hazards. Should this trout-fishing cra materialize, members of the Class would do well to be prepared The miniature golf craze was boon to many an industry in the it created a market for lighting equipment, hair felt, etc. A trou fishing fad should have a simil result. It is hardly necessary point out that the manufacture of fishing rods, flies, nets, reels an hooks may look for an upwan turn in the sales curve.

Nor should the clothing industry neglect the possibilities of this potential craze. A chic trouting costume for madame as she take the kids a trouting after doing the supper dishes ought to be a big seller. Then again, perhaps the rubber industry can stretch or its profits with specially designed rank I rubber boots, booties or bootlet for the miniature trouters.

The Schoolmaster will let ead member of the Class see that his industry gets its share of the profits of this potentially giganti industry. The only thing that purzles him is where the trout are coming from.

# Sego Milk to Emil Brisacher

The Sego Milk Products Company San Francisco, has appointed Em Brisacher and Staff, advertising agency of that city, to direct the advertising of its Sego milk. Newspaper and radio advertising in California will be used

# Appoints Grover Agency

The Hartzell Propellor Fan Compar Piqua, Ohio, has appointed the William J. Grover Company, Lima, Ohio, advertising agency, to direct its advertising account. Business and technical paper and direct mail will be used.

Appointed by Yakima Papers L. H. Beckley, classified manager of the Yakima, Wash., Daily Republic and Morning Herald, has been appointed as tional advertising manager. He succeed Seymour O. Spring, who has been made a member of the promotion department

Alabam

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artificial Alabama Coal Group Start their mem Co-operative Campaign re puttin

Alabama coal companies have begun Alabama coal companies have begun cooperative advertising campaign to agate the people of Alabama to the partance of the coal industry and to at out the value of coal over natural s as a fuel. The campaign is being added by the Sparrow Advertising garcy, Inc., Birmingham.

Within the last year natural gas has a piped from the Louisiana field into Southeastern tier of States. The hing cra the Clas prepare aze was

try in the or lightin c Southeastern tier of States. The distributing companies are vigorish presenting the value of this fuel both house and industrial heating. A trou ufacturer is co-operative campaign by the coal mpanies, therefore, has been organized combat this new form of competition.

> New Motor Transport Directory

The "Motor Carrier Pocket List" is ename of a new pocket-sized directory motor transport lines being published the Carrier Press, Chicago. The first see of the new publication, which will pear bi-monthly, is dated Novemberember, 1930.

rank Howley with Jerome B. Gray Agency

Frank Howley, formerly with the trabmore Paper Company, West pringfield, Mass., as a designer and sy writer, has joined the creative staff lerome B. Gray, Philadelphia adversing agency.

iniversal Freezer to Kinter & Associates

The Universal Freezer Corporation, httsburgh, has appointed George L. Sinter & Associates, advertising agency f that city, to direct its advertising acount. Business papers and direct mail ill be used.

Death of G. Arthur Howell

G. Arthur Howell, vice-president of the Creomulsion Company, Atlanta, died cently at that city. He was forty-seven tars old. Mr. Howell was a member of the insurance firm of Haas & Howell and was prominent in Atlanta insurance

With National Radio Advertising

Brad Sutton, for many years engaged a radio broadcast work, has joined Na-ional Radio Advertising, Inc., New York, as director of dramatic programs.

Joins Portland Agency Ursel C. Narver, formerly with the West Coast Engraving Company, has ken appointed production manager of Gerber & Crossley, Inc., Portland, Oreg., advertising agency.

# Your Outdoor Expenditure

can be made more effective. Experience in Outdoor Plant management has given me the Operator's viewpoint, and made me familiar with the dealer's attitude. I know many kinks which will make and save money for some Agency or Firm. Now making \$300, but immediate remuneration no object if there is an opportunity to broaden responsibility. Age 30. Married. Negotiations confidential.

Address "W," Box 251 Printers' Ink

# Bound to Get the Most Out of Them

Copies of the PRINTERS' INK PUBLICATIONS when bound provide easy, orderly reference to sales and advertising problems.

Swift & Co. executives, for instance, have available in handy and conve-nient form a wealth of "invaluable material" to draw from, as their letter shows.

"We now have in our library PRINTERS' INK MONTHLY bound from January, 1923, to date and PRINTERS' INK WEEKLY bound from 1916 to date. We find this material invaluable."

Binders keep copies in neat chronelogical order and make an attractive addition to any deak or library. These binders are sold at cost. The WEEKLY binder, holding seven to nine copies, \$1.25 postpaid. MONTHLY binder. holding six copies, \$2.00.

**Printers' Ink Publications** 185 Madison Ave. - New York

# Classified Advertisements

Classified advertisements in "PRINTERS' INK" cost seventy-five cents a line for each insertion. No order accepted for less than three dollars and seventy five Cash must accompany order.

First Forms Close Friday Noon; Final Closing Saturday

#### BUSINESS OPPORTUNITIES

ADVERTISING AGENCY principals finding difficulty in meeting present overhead are invited to join amply financed organization. Address in confidence. Box 354, Printers' Ink.

CLASS MAGAZINE PUBLISHER WANTED by Chicago representative who has half his time open now. 353, Printers' Ink.

WANTED: PRESS WORK Bargain circulars, 17½x22½, News Print Broadsides 22½x35, high-speed Duplex rotary press work—one or two colors and black, Job printing. Capacity of several million a weck. Foster & McDonnell, 728 W. 65th St., Chicago, Illinois.

High Grade Monthly Publication or Migh Grade Monthly Publication or House Organ wanted by well equipped printing plant in central New York. 25 to 100 thousand edition, in 2 or 3 colors—requiring exceptional typography and presswork. Can handle art work, layout and engravings if advisable. Box 347, Printers' Ink.

#### EMPLOYMENT SERVICES

How To Climb the Ladder Confidentially consult Walter A. Lowen, formerly with "C & H" and other 4A's. Attractive opportunities listed daily for experienced agency personnel. Positions advertised under box numbers are also frequently listed with us. Register Free, 9-2 P.M. Vocational Bureau, Inc., 105 W. 40th St., N. Y. C., PEnna. 6-5389.

> General Managers, Sales Managers, Advertising Managers, Comptro-lers, Treasurers, other important men have for twelve (12) years engaged us to negotiate new con-nections. INDIVIDUAL. CONFI-DENTIAL DENTIAL. Not an employment agency. Jacob Penn, Inc., 535 Fifth Ave. at 44th St. Established 1919.

# Specializing in Advertising Personnel

Executives, craftsmen, juniors, secretaries, clerical. Individual attention to all place-ments by Elizabeth Muncy, for 10 years in charge of employment bureau for AAAA.

# **Muncy Placement Service**

CAledonia 5-2611 280 Madison Avenue, New York City

#### HELP WANTED

FIRST CLASS LETTERER with s knowledge of design. Must be fast a accurate. Write fully experience, sale Must be fast a accurate. Write fully experience. Market Co. 172 Historical Co. 172 Hi expected, to Graphic Ar Street, Hartford, Conn.

ART DIRECTOR-SALESMAN to repose sent a high-grade organization of illustrative photography in your own city. I good chance to cash in on this method illustration. Address Box 349, P. L.

#### TYPOGRAPHIC SALESME

We are willing to make suitable terms the man who is doing \$40,000 business Write fully. Box 346, P. I. year.

Wanted-Experienced advertising salesman for afternoon daily in cit of 25,000 in Missouri. State salar and qualifications. Box 359, P.

We Are Seeking the services of a you woman with a college education, who le done secretarial work in an advertising agency. This is an unusual opportun for a young business woman with personality, ambition and tact. Give full information in first letter: Alma Mate, nationality, religion and business references. Box 352, Printers' Ink.

#### SALES MANAGERS Can Become Distributors

Manufacturer of national reputation with large resources has an unusual oportunity for business men\_capable of organizing and managing efficient sale

Exclusive agency in various count and States now open on patented office specialty, revolutionary in scope, an greatly needed by industrial plants, pul lic institutions, wholesale shippers

every office.
All sales financed by us until mutual satisfied of ultimate success. Then, small investment for stock of fast moving mechandise will be necessary. Large, permanent income assured on repeat bus ness.

Only men accustomed to earning annually \$2,500 to \$4,000 and better, and who can meet above qualifications need apply. No attention to application unless qualifications, references, territory de-sired, etc., are furnished in confidence. Advise when you are ready to start P. O. Box 72, Varick St. Sta., N. Y. C.

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ions need ion unless itory deonfidence to start N. Y. C. Wanted.—Advertising solicitor for a new let important growing monthly magazine ping to the decorative trade. An unlimited opportunity for an energetic man who knows the field and who can start with a small drawing account. Box 357, P. I.

BANK and FINANCIAL ADVERTISING Small New York organization with conucts in this field desires associate with similar background. Sales rather than production ability essential. Write tully, confidence respected. Box 356, P. I.

PRINTING BALESMAN—with advertising agency experience who knows somehing about copy, production, merchandising and planning creative advertising, stilling to work hard to build up clientele also needs this service. Unusual opportunity with owner of old-established, well-organized and equipped plant in New York City. Only men with outstanding ability who like the printing business, and who seek permanent congenial place with laitude to exercise their talents will be considered. We want a man who can bring in enough business to justify his slary, and who will eventually qualify to handle the entire sales problem of the plant. Salary up to \$5,000 per year. Owner, Box 358, Printers' Ink.

#### MISCELLANEOUS

"DIFFERENT"?

If so, and you mean to advertise it on the radio, here is an orchestra of sixteen instruments that can furnish music subtly litting yet inspiring and beautiful. Worth investigation by a responsible advertiser. Box 341. Printers' Int.

#### POSITIONS WANTED

YOUNG MAN with creative ability as figure artist — especially line — lettering and layout, wants position. Does flat color stuff, too. Samples on request. Box 345, Printers' Ink.

Woman Advertising Manager—27, college trained, 5 years dept. store, specialty shop experience, seeks larger opportunity. Now doing outstanding work in midwest. Go anywhere. Box 351, Printers' Ink.

# ADVERTISING REPRESENTATIVE

now available. Earnest and experienced solicitations guaranteed for national publication. Salary preferred. Box 343, P. I.

Fitchen years' outstanding experience, national, mail order, direct. Versatile, original, prolific producer. Virile copy, keen layout, fund of ideas. Agency preterred. Initial salary secondary. Box 355, P. I.

ATTENTION. ADVERTISERS, PUB-LISHERS. Employ this experienced ad man, part-time, per-piece basis. Past 5 years important position Macfadden Publications. Complete newspaper, direct-mail, trade paper service. Finkel, Room 107, Concourse Bidg., Jersey City, N. 1 Library Searcher—free lance, experienced in advertising—will bring you additional information to make your speech, article or advertisement more convincing. Mary L. Inman, 111 E. 10th St., N. Y. C. ALgonquin 4-4980.

ADVERTISING-MARKETING MAN— Capable analyzing markets, sales trends, advertising appeals and other data statistically and applying results to copy, layout, typography. Box 348, P. I.

ARTIST—Modern, creative. High-class figure and general illustration in color or black and white. Capable on layouts, designs, etc. Permanent. Married. Go anywhere. Box 342, Printers' Ink.

Young Man wants any work affording opportunity gaining experience with type arrangement, copy, or production. Completed typography course. Knowledge of layout, engravings, etc. Held responsible jobs other lines. Small Salary. Box 344, P. 1.

◆ Young Man, 25, now employed in smaller agency as copy writer-contact man—seeks position with agency as copy writer or assistant to acct, executive—or with adve. dept. University trained. N. Y. or N. J. location. Moderate salary. Box 350, P. J.

# **CAUTION**

Applicants for positions advertised in PRINTERS' INK are urged to use the utmost care in wrapping and fastening any samples of work addressed to us for forwarding. We are frequently in receipt of large packages, burst open, in a condition that undoubtedly occasions the loss of valuable pieces of printed matter, copy, drawings, etc. Advertisers receiving quantities of samples from numerous applicants, are also urged to exercise every possible care in handling and returning promptly all samples entrusted to them,

PRINTERS' INK acts in the capacity of a forwarder, as a matter of service to both subscriber and advertiser, and where extremely heavy and bulky bundles are addressed in our care, it will be appreciated if the necessary postage for remailing is sent to us at the same time.

# Table of Contents

| C. B. LARRABEE                                                                                                                                                                                           |     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| Pompeian's Phantom Fingers—How It Was Done Andrew M. Howe                                                                                                                                                |     |
| What Grouche Says                                                                                                                                                                                        |     |
| Make Retailers Ask Permission Before Returning Goods! G. A. Nichols                                                                                                                                      |     |
| How Petro Trains Salesmen for Its Dealers OLIVER P. HARRIS, Director of Schools, Petroleum Heat & Power Company                                                                                          | y   |
| Here's to 1931— AESOF GLIM                                                                                                                                                                               |     |
| Will Jobbers Help Pay for Missionary Orders ?                                                                                                                                                            |     |
| Angles on Space Buying  B. F. Abeling, Space Buyer, Williams & Cunnyngham, Inc                                                                                                                           |     |
| The Effects of Advertising During Depressions ROLAND S. VAILE, Professor of Marketing, University of Minnesota                                                                                           |     |
| Stabilizing Employment Roy Dickinson                                                                                                                                                                     |     |
| "Dealer Helps" That Retailers Are Glad to Use                                                                                                                                                            |     |
| How Concentration Developed a Profit-Making Line CASON J. CALLAWAY, President, Callaway Mills                                                                                                            | 5   |
| What Type of Manufacturers' Salesmen Should Call on Chains? M. M. ZIMMERMAN                                                                                                                              | 6   |
| Give Me Back My Money!                                                                                                                                                                                   |     |
| THOMAS L. MASSON                                                                                                                                                                                         |     |
| Can a Man Be Lawfully Prevented from Using His Own Name in Business?  JOHN C. PEMBERTON, of the New York Bar                                                                                             |     |
| An Art Director Speaks a Few Words on Art Butchering By an Art Director.                                                                                                                                 |     |
| Customer Control—a New Retailing Trend                                                                                                                                                                   | ,   |
| RUTH LEIGH                                                                                                                                                                                               | 10  |
| Editorials.  1931 and Your Business—Good Advertising Should Be Continuous—A Plea for Prompter Decisions—One Angle of Merchandising—Salesmen Need Common-Sense Teachings—A Marketing Revolution Succeeds. | 110 |
| The Little Schoolmaster's Classroom                                                                                                                                                                      | 116 |

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12

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\*This space reserved for Collins and Alexander, Inc.

> They are so busy wishing everybody a Happy New Year and thanking them for a good 1930 that they even forgot their Printers' Ink campaign



# Tribune Town

IN 1931

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER